


**FINAL IDP 2020/21- 2022/2023**

**5 TH GENERATION**

**Prepared by:**
**Executive Department**
**IDP/PMS Section**

**Supported by:**

**IDP Steering Committee**

**IDP Representative Forum**

**Hlabisa Municipality**

**Lot 808 off Masson Street Hlabisa 3937**

**035- 838 8500**

**info@big5hlabisa.gov.za**

**www.big5hlabisa.gov.za**

## MISSION

*A sustainable economy achieved through service delivery and development facilitation for prosperity and improved quality of life*.

***Vision Statement***

***In light of the***

***Vision***

*We are visionary leaders who serve through community driven initiatives, high performance, sound work ethic, innovation, cutting edge resources and synergistic partnerships.*

***Our Core Values***

*Professionalism*

*Integrity*

*Competency*

*Team work*

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ORANISATIONAL STRUCTURE ANNEXURE A

# I. MAYOR'S FOREWORD

I. MAYOR'S FOREWORD

The season of planning of the Integrated Development Plan in local government is upon us, where all the stakeholders including communities and organized formations are expected to register their respective interest and footprint on the future plans and developments of the Big 5 Hlabisa Local Municipality for the coming financial year.

The five (5) year Integrated Development Plan that we adopt now in March 2019, which effectively marked the beginning of new term of the Integrated Development Plan. This process therefore forms the first IDP of the fifth generation and we have collectively determined the terms and conditions of our social contract together with you as our stakeholders, principals and partners. This Integrated Development Plan could not come at the most opportune time. This is made so in the light of the policy certainty and direction which come into effect and established through the adoption of the National Development Plan.

To give practical expression to the policy direction of the National Development Plan, as well as other National Priorities, the Big 5 Hlabisa Local Municipality through its Integrated Development Plan, has placed itself at the center of interaction with the stakeholders. This is done through various engagements and public participation platforms we have developed to obtain and ascertain community interests as well as their priorities.

During the period of public participation, communities, stakeholders and our partners were called upon to make necessary inputs which are geared towards making sure that the Integrated Development Plans are aligned to our collective aspirations and priorities with an objective of confronting the on-going challenges predicated on the triple axis of poverty, unemployment and inequalities.

All the efforts and foundation that we laid in the past years are beginning confirm the correctness of our policies, strategies and plans given the current strong and sustainable investment in the regional economy, as well as judging by the level of expansions, investment and development in the region by both Government and private sector and the consequent impact on the quality of life and economic growth in the region.

On the other hand we are working with different investors, to mitigate both permanent and temporary layoffs, thus ensuring the continuation and job security and production to meet the market demand. In the past local communities have raised concerns about too many 'governments' at local level and duplication created by two tiers local Government system and we have duly responded.

We have concluded an intensive consultation and public participation programme with our communities regarding the creation of single tier system of local governance in Big 5 Hlabisa and so far all the legal processes have been followed and complied with. Flowing from these engagements and submissions, it will be in the best interest of the communities that governance is consolidated into a single tier in Big 5 Hlabisa so that duplication, wastage, confusion and conflicting roles can be effectively eliminated and accountability as well as stability is achieved.

Small Medium and Micro Enterprises (SMMEs) and Cooperatives remain the epicenter of our focus and development through heightening capacity building and access to other opportunity available in other spheres of Government and private sector to support SMMEs, Cooperatives and Emerging farmers. In partnership with the National Department of Rural Development and Land Reform we intend developing an extra feasibility studies for possible Precincts and those feasibilities will be building on the successful work that we will achieve.

There are capital projects that will be kick-started in the next financial year to restore confide0nce to our communities and to attract more investors into our town's thus creating ambience for further investment and growth in both towns.

In the short term critical challenge of youth unemployment that has been highlighted by both the National Development Plan and the Census 2011 results, will be receiving serious

attention and in the short term we will be increasing intake in the Community Works Programme and Expanded Public Works Programme targeting poverty stricken Wards across the municipal area.

I call on all and sundry, to take the time out and have a go at this Big 5 Hlabisa Integrated Development Plan. In doing so, we will arrive at our envisaged future as one, walking hand in hand in seamless service of our communities.

Thanking you;

## II. MUNICIPAL MANAGER'S OVERVIEW

The Big 5 Hlabisa Local Municipality remains focused on delivering on its mandate and functions and I am happy to be getting this maximum cooperation from the whole staff and colleagues and our delivery partners as well as other Spheres of Government.

We have developed our strategies based on the review of the baseline information to come to the second that informed our Integrated Development Plan (IDP). In the next financial year, I will be concluding the process of organizational review that is inclusive of resources required to implement such as administrative structure. The process of reviewing the organizational structure has been delayed due to the limitations on our resources. Amongst other considerations in achieving the strategy as adopted by Council.

We remain proud with the efforts we have put on both the level of awareness about service delivery record, information dissemination, stakeholder engagements and the public participation processes. These efforts have paid off as manifested by less service delivery protests experienced during the current financial year.

We have had reasonable and stable labour peace in our environment and this is attributed to functional relationship we continue to enjoy with the Unions within the Local Forum and this relationship will be even more important as we move forward.

We continue to work hard to reduce the cost of running this municipality through employing austerity measures including realizing value for money. All the financial and non-financial measures in the next financial year are geared towards improving our audit performance from the unqualified audit to a clean audit opinion consistent with the operation "Clean Audit".

We have put our ducts in a row to achieve a clean audit. To this end we have made appointments of members for the Audit Committee for a period of three (3) years and I have no doubt that the skill mix in the Committee will help us to achieve the clean audit objective. Oversight by the Municipal Public Accounts Committee (MPAC) has brought new impetus and focus within the municipality. The Integrated Development Plan we are presenting here has been structured in accordance with legal requirements of the Local Government: Municipal Systems Act, No. 32 of 2000.

The diagnostic analysis conducted has assisted us to determine service delivery gaps and backlogs thus enabling us to craft relevant strategies and sector plans. These are captured in detail herein. In order to ensure streamlined development in the entire region we developed a Spatial Development Framework to which all development should be aligned. In order to achieve the plans and objectives we have set for the 2019/20 financial year we have allocated a budget which defines the resources to be used. In this IDP we have also looked critically at the objectives we intend to achieve and how performance to will be monitored.

These objectives adhere to the principles of being Specific, Measurable, Achievable, Realistic and Time-bound. As a consequence, thereof monitoring and evaluation will be more targeted and progressive.

Pursuant to co-operative governance we have aligned our plans with those of the other spheres of government, more specifically those of KwaZulu-Natal Provincial Government.

Thanking you;

**Municipal Manager**

**Dr VJ Mthembu**

## III. POWERS AND FUNCTIONS

The Constitution of the Republic of South Africa Act 108 of 1996, precisely Schedule 4, Part B, read together with Section 152 thereof, and containing the objects of local government, vests the powers and functions of the municipality. Meanwhile, municipal transformation and institutional development relates to a fundamental and significant change relating to the way the municipalities perform their functions, how resources are deployed and the institutional strategies which are implemented with a view to ensuring optimum results in service delivery

to the community. It is envisaged that transformation and institutional development shall be seen to take place when the following is addressed as part of the Municipality's strategic planning and direction

Powers and functions of Big 5 Hlabisa municipality are outlined below:

| **UMkhanyakude District Municipality and Local Municipalities** | | |
|---|---|---|
| **DISTRICT MUNICIPAL FUNCTIONS** | **SHARED FUNCTIONS DISTRICT AND LOCAL** | **LOCAL MUNICIPAL FUNCTIONS** |
| Potable Water Supply | Fire Fighting services | Air Pollution |
| Sanitation Services | Local Tourism | Building regulations (National Building Regulations) |
| Electricity Reticulation | Municipal Airports | Child Care Facilities |
| Municipal Health Services | Municipal Planning | Pontoons, Ferries, Jetties, Piers and Harbors |
| Regional Airport | Municipal Public Transport | Storm Water Management System In Built up areas |
| | Cemeteries, Funeral Parlours and Crematoria | Trading regulations |
| | Markets | Beaches and Amusement Facilities |
| | Municipal Abattoirs | Billboards and the Display of advertisement in Public places |
| | Municipal Roads | Cleansing |
| | Refuse Removal, Refuse Dumps and Solid Waste | Control of Public Nuisances |
| | | Facilities for the Accommodation, Care and Burial of Animals |
| | | Fencing and Fences |
| | | Licensing of Dogs |
| | | Local amenities |
| | | Local Sport Facilities |
| | | Municipal Parks and Recreation |
| | | Noise Pollution |
| | | Pounds |

| | |
|---|---|
| | Public Places |
| | Street Trading |
| | Street Lighting |
| | Traffic and Parking |

## IV. STRUCTURE OF THE DOCUMENT

The structure of this IDP document is divided into sections as recommended by KZN COGTA:

**SECTION A** : EXECUTIVE SUMMARY
**SECTION B** : PLANNING AND DEVELOPMENT PRINCIPLES
**SECTION C** : SITUATIONAL ANALYSIS
**SECTION D** : DEVELOPMENT GOALS AND STRATEGIES
**SECTION E** : SPATIAL STRATEGIC INTERVENTION
**SECTION F** : FINANCIAL PLAN
**SECTION G** : ANNUAL OPERATIONAL PLAN - SDBIP
**SECTION H** : ORGANISATIONAL AND INDIVIDUAL PMS
**SECTION I** : PROJECTS
**SECTION J** : ANNEXURES
**SECTION K** : APPENDICES

# 1. SECTION A: EXECUTIVE SUMMARY

## 1.1. INTRODUCTION

The focus of integrated development plan (IDP) is to reduce poverty and social economics issues at the local level. The IDP is a radical plan of municipal government and administration, it gives reality to the model shift in terms of how municipalities should integrated development planning, using community based goals through the process of integrated development planning, to identify the needs of the community and equalities projects programmers a five-year strategic plan for service.

Big 5 Hlabisa Municipality takes the IDP Phases as an analysis phase, aimed at ensuring that decision will be based on people 's priority needs, problems and accessible resources, profound understanding of the dynamic influencing development in the municipality.

The IDP is an instrument of both local mobilization and intersectoral and intergovernmental coordination, and covers the breadth of the local program. Hence, it must be viewed as the confluence of all planning, budgeting and investment in the Big 5 Hlabisa municipal area and must incorporate and illustrate national, provincial and district policy directives.

The plan also seeks to integrate and balance the economic, ecological and social pillars of sustainability without compromising effective service delivery. In view of the commitment to the local agenda, it is imperative that there must be institutional capacity and know-how, as both are required to implement and coordinate the efforts needed across sectors and spheres of Government

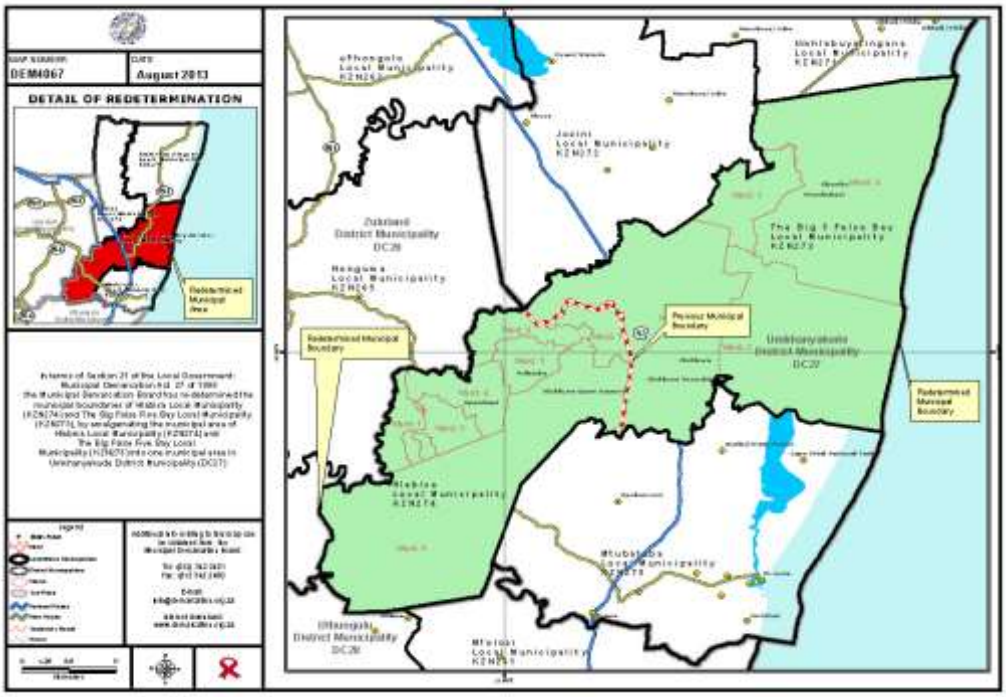
## 1.2. SPATIAL OVERVIEW

Big 5-Hlabisa Local Municipality is located in the Northern- western part of KwaZulu-Natal Province. It is one of four local municipalities that make up uMkhanyakude District family and is centrally located among all local municipalities of uMkhanyakude family. The municipality is a product of a type C amalgamation process between the former Big 5 False Bay and Hlabisa Local Municipality, initiated by the Demarcations Board in terms of the Municipal Structures Act.

The name of the municipality is reflective of the historical context of the two former municipalities. The Municipality is predominantly rural with only one semi-urban area being Hluhluwe in ward 5. The municipality is demarcated into 13 wards and has twenty-three (25)

councillors. Hluhluwe and Hlabisa are the main towns that are centers of employment opportunities, shopping and recreational facilities Easily accessible off the N2 national route, the municipality lies adjacent to the False Bay (western) side of the Isimangaliso Wetland Park (previously known as the Greater St Lucia Wetlands Park).

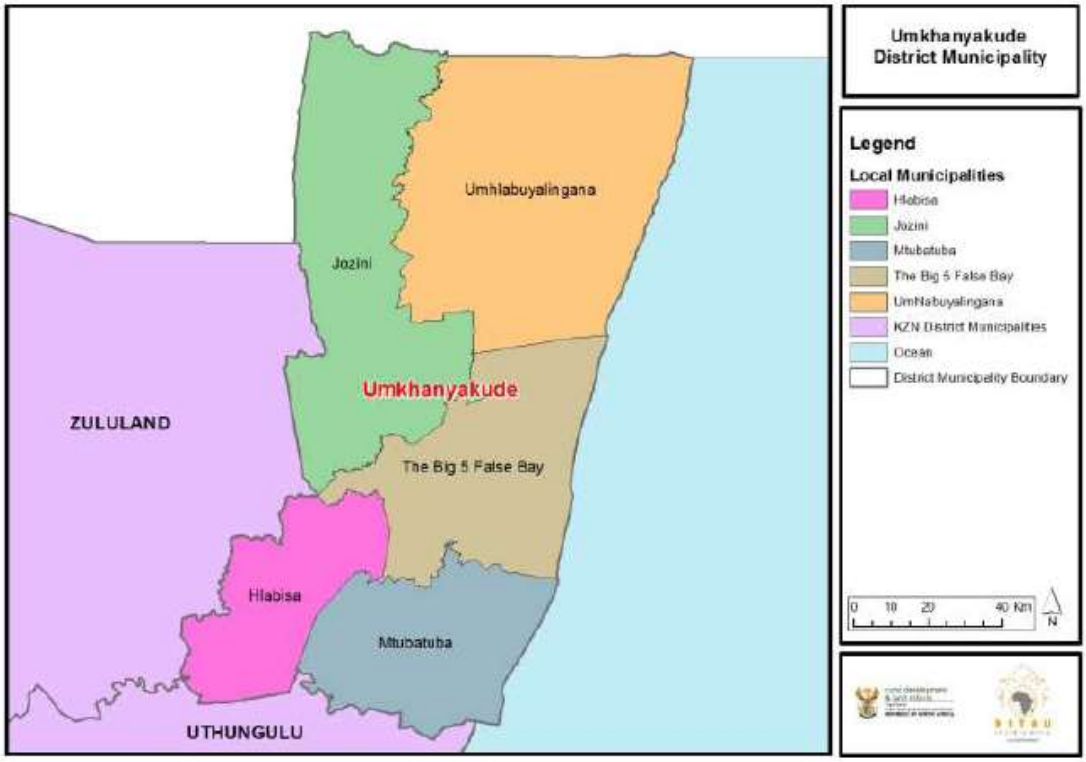
## FIGURE 1: LOCAL MAP OF BIG 5 FALSE BAY




A large proportion of the land is used for agriculture and game lodge activities and is sparsely settled. The north-eastern parts of the municipality are occupied by fairly densely settled three rural traditional communities (Makhasa, Mnqobokazi and Nibela). The major draw card of Hlabisa is the tourism industry centred on the Hluhluwe-Umfolozi Game Reserve, located 280 km north of Durban, is the oldest proclaimed park in Africa. It consists of 960 km² (96,000 ha) of hilly topography in central Zululand, KwaZulu-Natal, South Africa and is known for its rich wildlife and conservation efforts. The park is the only state-run park in KwaZulu-Natal where all the Big Five Game occurs. Due to conservation efforts, the park now has the largest population of white rhino in the world. The municipality has infrastructure development backlogs and therefore commits itself to reduce backlogs by 2030.

The Big 5-Hlabisa Municipality was established in 4 August 2016 after the Local Government Elections. The municipality has a low revenue base and depends on grant funding from the Government. However, the municipality will employ sound revenue strategies to enhance revenue collection. The Big 5-Hlabisa Local Municipality forms part of the uMkhanyakude District, which has been identified as an ISRDP Node by the Presidency. This programme has been put in place, to, inter-alia, assist the Municipality with human, technical and financial capacity to ensure development and alleviate poverty.

## FIGURE 2: UMKHANYAKUDE DISTRICT OVERVIEW



## 1.3. BRIEF DEMOGRAPHIC PROFILE

The Big 5 Hlabisa Municipality demographic profile, according to the Census 2011 and Community Survey 2016 is illustrated below:

| **WARD 01 – 05** | **PERCENTAGE** | | **WARD 06 – 13** | **PERCENTAGE** |
|---|---|---|---|---|
| **Total Population** | **107 183** | | | |
| Young (0 – 4) | 37,5% + 41, 4% | | Young (0 – 4) | 71925 |
| Working Age ( 15 + 64 ) | 58,1% | | Working Age ( 15 + 64 ) | 41,4 % |
| Elderly (65+) | 4.4% | | Elderly (65+) | 53,8% |
| Dependency | 72 | | Dependency | 4,8 |
| Sex Ratio | 88 | | Sex Ratio | 84,5 |
| Growth Rate | 1,13% ( 2001-2011) | | Growth Rate | 84,5 |
| Population Density | 14 Person Km2 | | Population Density | 046 Person / km2 |
| Unemployment Rate | 26,5% + 52% | | Unemployment Rate | 61,9% |
| Youth Unemployment Rate | 31,6% +61,9% | | Youth Unemployment Rate | Not indicated |
| No Schooling Age 20+ | 26% | | No Schooling Age 20+ | 21,9% |
| High Education Age 20+ | 5% + 3,2% | | High Education Age 20+ | 3,2% |
| Matric Aged 20+ | 24,4% | | Matric Aged 20+ | 26,9% |
| Number of households | 7,998+ 12586 | | Number of households | 12,586 |

## 1.4. WARDS AND TRADITIONAL AUTHORITY

The Municipal area consists of 13 Wards and six Traditional areas namely Makhasa, Nibela, Mnqobokazi, Mpembeni, Matshamnyama and Mdletsheni.

## FIGURE 3: TRADITIONAL AUTHORITIES WITHIN UMKHANYAKUDE DISTRICT

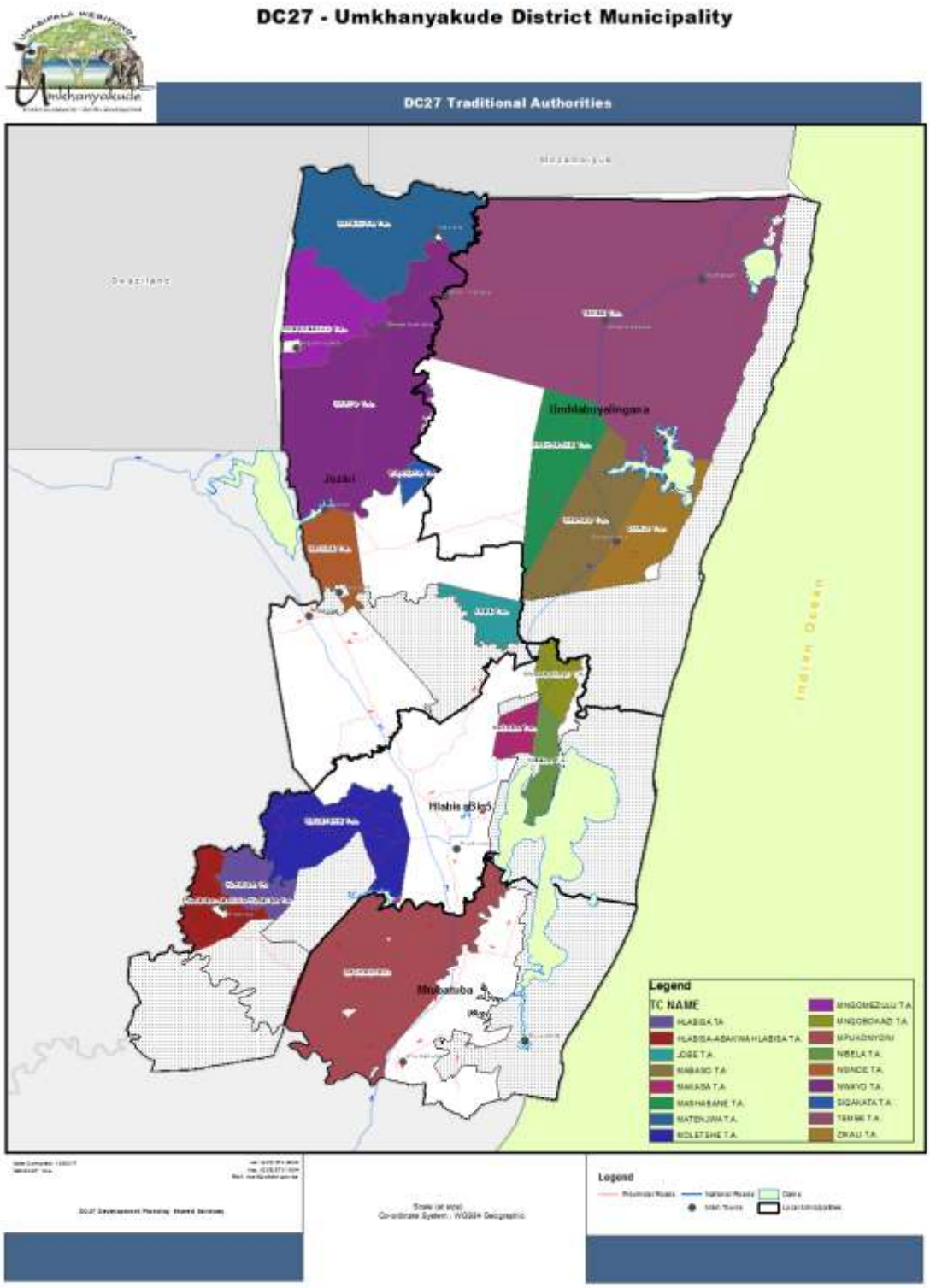
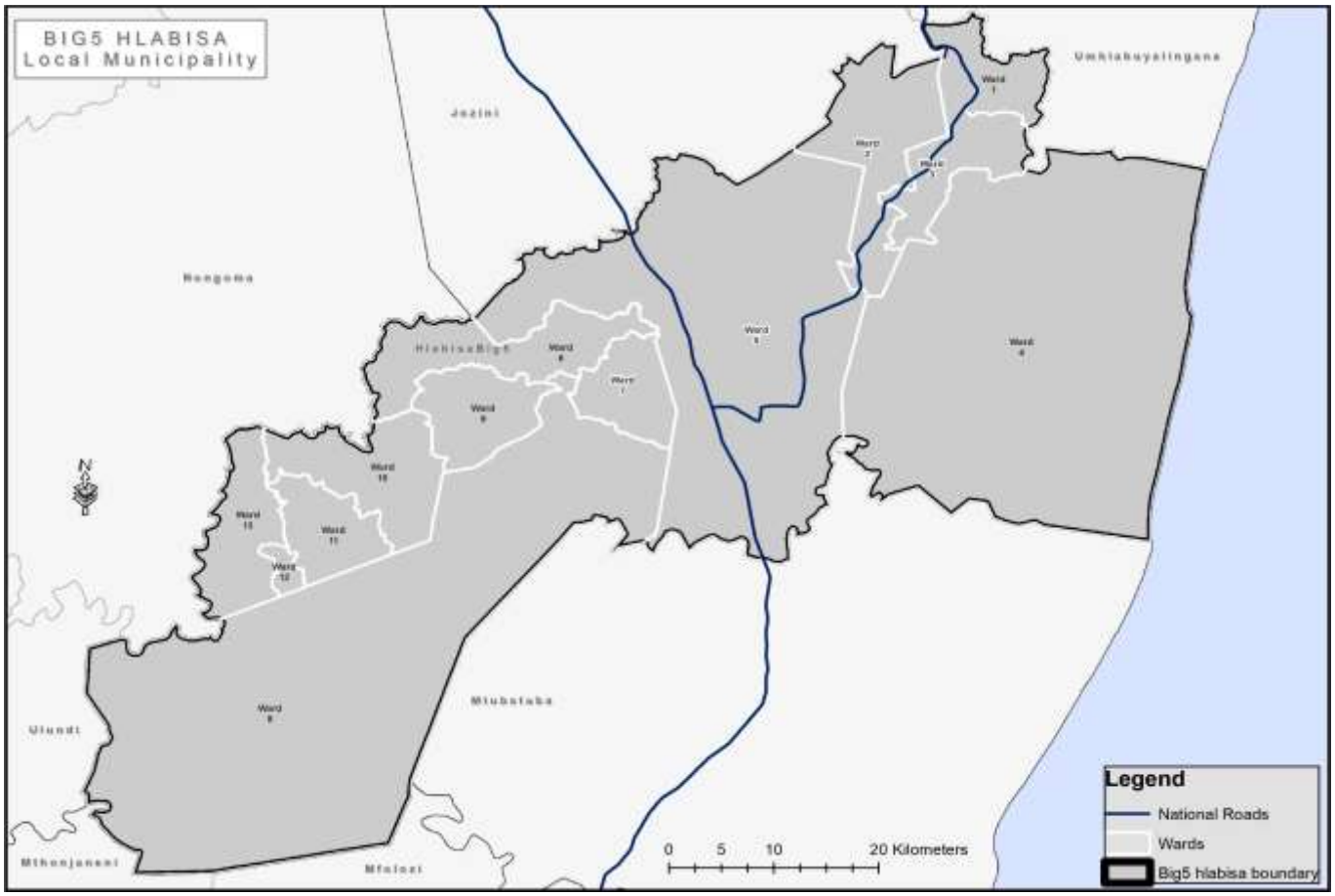


FIGURE 4: WARD LOCATION AT BIG 5 HLABISA LM




## 2. DEVELOPMENT OF THE 2020/2021 IDP

The development of the IDP Process Plan is guided by the Municipal Systems Act, Act 32 0f 2000. In terms of Section 25 (1) of the Act, *Each Municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the Municipality which:*

- *Links, integrates and co-ordinates plans and take into account proposals for the development of the Municipality;*
- *Align the resources and capacity of the Municipality with the implementation of the plan;*
- *Forms the policy framework and general basis in which annual budgets must be based;*
- *Complies with the provisions of this Chapter; and*

- *Is compatible with National and Provincial development plans and planning requirements binding on the Municipality in terms of legislation.*

The process of developing the IDP which was entirely driven internally. This process is the primary responsibility of the Council, officials and other stakeholders to ensure that integrated planning is undertaken. The Big 5 Hlabisa Council is responsible for the approval of the IDP for the District and the responsibility cannot be delegated. Clear accountability and management of the IDP process belongs to the Municipality and thus, should be owned and controlled by the Municipality. Councilors, senior officials, local municipalities, sector departments and parastatals, and civil society amongst others, have distinct roles to play during integrated development planning processes.

The Executive Mayor is responsible for driving the whole IDP process and provides leadership in the development and reviews of the IDP. The day-to-day management of the IDP process has been delegated to the Office of the Municipal Manager who consistently chairs the IDP Steering committee. The IDP Manager deals with coordination of the day-to- day issues relating to the IDP. These include adherence to IDP Process plan, coordination of stakeholders, support to Local municipalities and documentation of the IDP.

The senior management attends the IDP steering Committee meetings. The IDP Steering Committee is a technical working team of dedicated senior management officials, who together with the Municipal Manager and/or the IDP Manager must ensure a smooth compilation and implementation of the IDP. To ensure full participation, IDP Steering Committee meetings have been aligned with the Management Committee meeting (MANCO).

The IDP Manager compiles the IDP document through consultation with various sets of information and directs its output to the IDP Representative Forum for debates and further inputs and refinement of the plan. The IDP Representative Forum is the structure that provides a platform for public participation through involvement of different community structure representatives, political leaders, traditional leaders and government entities which provide support throughout the planning process.

The IDP development process for 2019/20 is the fourth one during the fourth term of local government and incorporates the main components of the District Growth and Development Plan (DGDP) especially the status quo analysis as well as the strategies phases. In essence the

IDP review process captured the relevant components of the DGDP and used targets relevant to the 5-year lifespan of the IDP.

One of the fundamental features of the integrated development planning process is the involvement of community and stakeholder organizations in the process. Participation of affected and interested parties is very important to ensure that the IDP addresses core issues as experienced by the citizens of the District. As in the past, community participation was fundamental part of the IDP process and community participation programmes should be conducted, both in terms of monitoring the implementation of IDP, as well as the revision of the IDP process.

The community will have an opportunity to participate in the process through the IDP Forum which will comprise of the Mayors, all political parties and various stakeholders in the municipality area of jurisdiction. The IDP Forum meetings will be open to the general public and represent all stakeholders.

**TABLE 1: POLICY & LEGISLATIVE CONTEXT**

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| **Municipal Systems Act** | Chapter 5 provides for the preparations of IDP's indicates that the SDF should be aligned with the national and provincial planning as well as the affected neighboring municipalities. Section 23 (1) of the Act indicates that a municipality must undertake developmentally orientate planning. S26 (e) stipulates that the SDF must include the provision of basic guidelines for a land use management system for the municipality | The Big 5-Hlabisa SDF should :<br>• Identify relevant national and provincial legislation<br>• Identify matters that require alignment between local and district planning |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | S26 (e) lists an SDF as a core component of an IDP and requires that the SDF provides basic guidelines for a municipal land use management. | |
| **National Spatial Development Perspective (NSDP)** | The purpose of the plan aims to assist in implementing the spatial priorities that meet the constitutional imperative of providing basic services to all and alleviating poverty and inequality by re-organise and the apartheid spatial relations. It examines the spatial dimensions of social exclusion and inequality, recognizing the burden that unequal and inefficient spatial arrangements place on communities.<br><br>This plan has developed a set of development principles which guide the development, investment and development decisions. The principles identified are as follows:<br><br>• **Principle 1:** Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, among which poverty alleviation is key.<br><br>• **Principle 2:** Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, | The Big 5-Hlabisa SDF should address issues of spatial restructuring.<br><br>• The municipality should thus focus on identifying on sectors and areas that require service delivery especially rural areas.<br>• The Big 5 Hlabisa SDF should aim to yield catalytic effects.<br><br>• The SDF should identify growth nodes which are viewed as potential areas. It can promote either clustering of economic activities in areas with high potential for economic development or, where feasible.<br><br>• It can promote spread of economic benefits which are not dependent on clustering |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | health and educational facilities) wherever they reside.<br><br>• **Principle 3:** Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private-sector investment, to stimulate sustainable economic activities and to create long-term employment opportunities.<br><br>• **Principle 4:** Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities.<br><br>• **Principle 5:** In In order to overcome the spatial distortions of apartheid, future settlement and economic development | within the areas of the municipality where relatively low economic potential exists by identifying potential and suitable activities for those parts. |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centers<br><br>These guidelines are regarded or recognized as critical tools for bringing about coordinated government action and alignment to meet social, economic and environmental objectives. | |
| **Provincial Growth Development Strategy (PGDS)** | The PGDS aims to build this gateway by growing the economy for the development and the improvement of the quality of life of all people living in the Province. Whilst the Provincial Government of KZN is leading this process, its success depends on strong compacts with labour, civil society and business. Thus it is critical that all stakeholders be synchronized in the single-minded pursuit of shifting KZN's growth path towards shared growth and integrated, sustainable development. The strategy indicated strategic goals to be achieved for the province (*See the Strategic Framework* )<br><br>The adopted vision for the province reads as follows:<br>**The "By 2030 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled** | The Big 5 Hlabisa should make use of the PGDS informant's maps and data available.<br>• The PGDS has made use of the Provincial SDF, therefore the Big 5 Hlabisa SDF output should provide similar framework at a local scale for public and private sector investment by highlighting areas of development opportunity.<br><br>• In that sense, the developed SDF will structure and develop a sensible development that works towards a common goal and |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | **population, acting as a gateway to Africa and the World"**<br><br>The purpose of the PGDS in KwaZulu-Natal is to:<br><br>• Be the primary growth and development strategy for KwaZulu-Natal to 2030;<br><br>• Mobilise and synchronise strategic plans and investment priorities in all spheres of government, state owned entities, business, higher education institutions, labour, civil society and all other social partners in order to achieve the desired growth and development goals, objectives and outcomes;<br><br>• Spatially contextualize and prioritise interventions so as to achieve greater spatial equity;<br>• Develop clearly defined institutional arrangements that ensure decisive leadership, robust management, thorough implementation and on-going review of the growth and development plan. | ensure that development on local level does not take place in an ad hoc silo on its own.<br><br>• It also should address key issues of implementation blockages whilst providing strategic direction.<br><br>• It should provide a constructive vision formulated by relevant stakeholders and the community in order to achieve<br><br>• It should identify development corridors and nodes aligned with the PGDS and PSEDS development corridors and activity nodes.<br><br>• It should address development issues found in the municipality and achieve objectives as |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | The strategy further stated that in order for the 2011 KZN PGDS to deliver on shared growth and integrated, sustainable development through its interventions, all spheres of government must commit to the following:<br>• The implementation of catalytic projects and interventions,<br>• Effective participation in the institutional implementation framework,<br>• The incorporation of the strategic goals and objectives in their priorities and programmes,<br>• The reporting of progress, and<br>• The provision and allocation of the required support and resources. | required by the municipality. |
| **New Growth Path** | The New Growth identifies the employment issues as its main focus point. The development of descent work and improvement and reducing inequality and defeating poverty has been discovered through the New Growth Path. The policy then aims to restructure the South African economy to improve its performance in terms of labour absorption as well as the | The SDF should introduce development projects which will bring about job opportunities. The SDF must create and delineate potential areas for development which attract people to |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | composition and rate of growth. The Government is committed to forging such a consensus and leading the way by: | |
| **National Development Plan 2030** | The National Development Plan is a broad strategic framework which aims to set out a coherent and holistic approach to confronting poverty and inequality based some of the interlinked priorities on the following:<br>• Faster and more inclusive economic growth<br>• Building the capabilities<br>• A capable and developmental state<br><br>The plan presents a long-term strategy which include but not limited to the following:<br>• Aims to increase employment and broaden opportunities through education, vocational training and work experience, public employment programmes, health and nutrition, public transport and access to information.<br><br>• Expand welfare services and public employment schemes, enabling the state to service and support poor communities, | The Big 5-Hlabisa SDF should consider propose future development which includes the need for housing, proper social facilities, proper infrastructure where it is highly required.<br>Rural areas in Big 5 False Bay lack of adequate road network thus the framework will aim to improve such development issues by means of introducing potential corridors and infrastructure projects.<br>With the substantial focus on job creation and economic development spatial planners will have to ensure that adequate space is available to accommodate the required economic growth. It is therefore essential to estimate the contributions of the various sectors and the related space requirements. |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | particularly those with high levels of crime and violence.<br><br>• Improve the quality of education in underperforming schools and further education and training colleges.<br>• Promote mixed housing strategies and more compact urban development to help people access public spaces and facilities, state agencies, and work and business opportunities.<br><br>• Invest in public transport, which will benefit low-income households by facilitating mobility the plan emphasises the urgent need to make faster progress on several fronts to sustainably reduce poverty and inequality. | |
| **Spatial Planning Land Use Management Act 16 of 2013** | **The act introduces provision to:**<br>• promote a uniform planning and development system<br>• promote spatial justice, resilience, sustainability and redress<br>• facilitate spatial alignment and coordination | The Municipality must, in order to determine land use and development applications within its municipal area, establish a Municipal Planning Tribunal.<br><br>Designate a municipal official to act as an inspector for the purpose of enforcing the |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | • provide for the establishment of MPT and other tools | provisions of the land use scheme and undertake inspections<br><br>Make a determination on the type of Appeal Authority, which can be, the executive committee or the executive mayor of the municipality |
| **Comprehensive Rural Development Programme (CRDP)** | This framework was approved in 2009 by the Cabinet. The CRDP is a programme which adopts a participatory community based planning that is aims at being effective in rural areas to improve rural development. It aims to respond and addressing poverty and food insecurities by maximising the use and management of natural resources to create vibrant, equitable and sustainable rural communities.<br>This can be achieved through coordinated and integrated broad-based agrarian transformation as well as strategic investment in the relevant economic and social infrastructure to the benefit of all rural communities and not only those involved in agriculture. The success of rural development will culminate in sustainable and vibrant rural communities. Integrated rural development is a concept for planning and thus a strategy for multi-sectorial and multi-facetted interventions | The SDF should ensure that the elements of rural development, sustainability and integration are taken into account and should also promote investment in the rural parts of the municipality. The SDF should aim at promoting public participation to gain consensus on decision making regarding the development needs proposed by the community or municipality in order to achieve a credible SDF for the municipality.<br>The SDF should address land reform issues for Big 5-Hlabisa e.g. rural areas which fall under the Ingonyama Trust, it is therefore required that the municipality has to liaise with the Ingonyama Trust Board in order to proclaim the land. PDA Application for development within these areas may be required for the purpose of |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | designed to ensure sustained improvements in the lives of rural dwellers and rural economies.<br>Rural development programmes are more effective and with sustainable impact if implemented in combination with community-based traditional knowledge. Public participation is therefore a suitable approach to address rural development issues therefore achieve a successful and acceptable rural development to communities.<br><br>This programme aim to achieve the mandate which was raised by the Ministry and Department of Rural and Land Reform. The mandate introduced includes the following:<br>• Intensify the land reform programme to ensure that more land is made available to the rural poor, while providing them with technical skills and financial resources to productively use the land to create sustainable livelihoods and decent work in rural areas.<br>• Review the appropriateness of the existing land redistribution programme, introduce measures aimed at speeding up the pace of land reform and promote land ownership by South Africans. | following the stipulated regulations. |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | • Expand the agrarian reform programme , which will focus on the systematic promotion of agricultural cooperatives throughout the value chain, including agro-processing in the agricultural areas.<br>• Support measures will be developed to ensure improved access to markets and finance by small farmers, including fencing and irrigation systems.<br>• Establish a much stronger link between land and agrarian reform programmes, as well as water resource allocation to ensure that the best quality of water resources are available to all our people, especially the poor.<br>• Ensure that all schools and health facilities have access to basic infrastructure such as water and electricity by 2014.<br>• Introduce the provision of proper sanitation systems in rural areas.<br>• Strengthen the partnership between government and the institution of traditional leadership to focus on rural development and the fight against poverty. | |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | • Work together with farming communities to improve the living conditions of farm dwellers, including the provision of subsidised houses and other basic services.<br><br>• The development programme further identifies development priorities and land reform issues to be addressed for rural development which include but no limited to the following:<br><br>• Improved economic infrastructure, social infrastructure, increasing the pace of land distribution and increasing the pace of land tenure for rural areas. | |
| **Urban Development Framework** | The Urban Development Framework committed the government to the goals of the habitat agenda which is essentially adequate shelter for all and the development of sustainable human settlements. It set a number of goals, identified priority interventions, and introduced programmes in support of the national urban development vision and addressing the urban land question. | The SDF should therefore aim to integrate the Hluhluwe town with the adjacent potential areas for development by improving housing and infrastructure, creating habitable and safe communities and promoting economic development.<br>CBD Study/UDF should be compiled in the SDF as one of the catalytic projects. |
| **White Paper on Land Policy and related policies** | The central thrust of the policy is the land reform programme, which aims to contribute to economic development, | There are land reform projects within the municipality. Initiatives to ensure the |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | both by giving households the opportunity to engage in productive land use and by increasing employment opportunities through encouraging greater investment. The programme is made up of three elements viz. land restitution, land redistribution and land tenure. | sustainability of the land should be encouraged. |
| **Breaking New Ground** | The policy promotes the achievement of a non-racial, Integrated society.<br>The focus of the policy is to change the delivery of housing at scale, to ensuring that housing delivery results in Development of sustainable human. Settlements and quality housing.<br>The objectives of the policy are specified as follows:<br>• Accelerating the delivery housing as a key strategy for poverty alleviation<br>• Utilising provision housing as the major job creation strategy<br>• Ensure property can be accessed by all as an access for wealth and empowerment.<br>• Leveraging growth in the economy<br>• Combating crime, promote social cohesion and improving quality of life for the poor. | The aspects of the policy which needs to be taken into consideration in the Big 5 Hlabisa SDF relate to:<br>• The Big 5-Hlabisa SDF should indicate the potential areas for housing development projects. This will then promote and create sustainable human settlements. It should aim to provide for different typologies in different settlement areas; however try to integrate the built form according to the area type and the development principles.<br>• For example the eradication of informal settlements through in situ upgrading in |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | • Supporting the functioning of the entire residential property boom and the second economy slump; and<br>• Utilising housing as an instrument for the development if sustainable human settlements. | desired locations coupled with the relocation of household where development is not possible or not desirable. Accessing well located land for housing projects. |

## PLANNING AND DEVELOPMENT PRINCIPLES

### 2.1.1. GOVERNMENT POLICIES AND IMPERATIVES

The IDP document for 2020/2021 will reflect on the development mandate that the Council intends implementing. The following issues have been considered during the preparation of the IDP document:

- Responding on the Outcome Delivery Agreement (Outcome: 12) and its seven (7) outputs, as signed by the Minister (COGTA); all nine (9) Provincial COGTA MECs and all Mayors on the 1st of October 2010;
- Responding to KZN priority issues ;
- Addressing Local Government manifesto;
- Responding to the comments and issues raised by the MEC for COGTA (KZN) in the 2019/2020 IDP;
- Responding to issues identified as part of the Municipal Turnaround Strategy;
- Strengthening focused community and stakeholder participation in the IDP processes; and
- Aligning Sector Departments' strategic plans to the District-wide priorities and service delivery programmes.

This IDP document has also been informed and is aligned to the following strategic documents and National and Provincial strategic objectives:

- Global goals for Sustainable Development;
- National Development Plan;
- National Infrastructure Plan;

- Back-to-Basics Policy;
- Provincial Growth and Development Strategy;
- Operation Sukuma Sakhe
- District Growth and Development Plan;
- Municipal Turnaround Strategy; and
- National Delivery Outcome Agreements (especially outcome nine (9) in relation to Local government and municipalities).

### 2.1.2. SUSTAINABLE DEVELOPMENT GOALS (SDGS)

The Sustainable Development Goals, otherwise known as the Global Goals, build on the Millennium Development Goals (MDGs), eight anti-poverty targets that the world committed to achieving by 2015. The MDGs, adopted in 2000, aimed at a range of issues that included decreasing poverty, hunger, disease, gender inequality, and access to water and sanitation. Enormous progress has been made on the MDGs, showing the value of a unifying agenda underpinned by goals and targets. Despite this success, the indignity of poverty has not been ended for all. The new SDGs, and the broader sustainability agenda, go much further than the MDGs, addressing the root causes of poverty and the universal need for development that works for all people.

At the United Nations Sustainable Development Summit on 25 September 2015, world leaders adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change by 2030. The following goals were adopted:

1. Zero Poverty
2. No Hunger
3. Good Health and Well-being
4. Quality Education
5. Gender Equality
6. Clean Water and Sanitation
7. Affordable and Clean Energy
8. Decent Work and Economic Growth
9. Industry, Innovation and Infrastructure
10. Reduced Inequalities
11. Sustainable Cities and Communities
12. Responsible Consumption and Production
13. Climate Change

14. Life Below Water
15. Life on Land
16. Peace, Justice and Strong Institutions
17. Partnerships for the Goals

### 2.1.3. NATIONAL DEVELOPMENT PLAN

Through a Diagnostic Report, the National Development Plan identified nine key challenges which are:

- Too few people work;
- The standard of education for most black learners is of poor quality;
- Infrastructure is poorly located, under-maintained and insufficient to foster growth;
- Spatial patterns exclude the poor from the fruits of development;
- The economy is overly and unsustainably resource intensive;
- A widespread disease burden is compounded by a failing public health system;
- Public services are uneven and of poor quality;
- Corruption is widespread; and
- South Africa remains a divided society

The Planning Commission then identifies two challenges that are interrelated those being, too few people work and the quality of education for the majority is poor. Basically the NDP contains proposals for tackling the problems of poverty, inequality and unemployment.

The key challenges identified in the National Development Plan are deeply rooted within the District and as such, the approach of the IDP will seek to develop strategies that will tackle these challenges.

### 2.1.4. THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

The Provincial Growth & Development Strategy (PGDS) is based on the following goals:

- Inclusive Economic Growth (KPA 3)
- Human Resource Development (KPA 1)
- Human and Community Development (KPA 1)
- Strategic Infrastructure (KPA 2)
- Environmental Sustainability (KPA 6)
- Governance and Policy (KPA 5)
- Spatial Equity (KPA 6)

KPAs for the Municipality are linked to the PGDS as indicated in brackets. Furthermore, through COGTA the Municipality will participate in the programme for developing the District growth and Development Plan which is a long-term year plan.

### 2.1.5. PROVINCIAL GROWTH AND DEVELOPMENT PLAN (PGDP)

The PGDS identifies seven strategic goals and thirty strategic objectives that will drive the Province towards its 2035 vision. The cabinet the identified a need to further prepare an implementation in the form of PGDP. The DGDP is aligned to the PGDP.

### 2.1.6. DISTRICT GROWTH AND DEVELOPMENT PLAN

The District Growth and Development Plan is meant to play a key role in the integration and alignment of the intentions of the NDP at national level and PGDP at provincial level on the one hand, with the activities of local government operating at the coalface of implementation and interaction with constituent communities on the other.

The aim of the DGDP is therefore to translate the Provincial Growth and Development Plan into a detailed implementation plan at a district level, inclusive of clearly defined targets and responsibilities thus enabling the province to measure its progress in achieving the accepted growth and development goals. In addition to the more detailed focus on the interventions identified by the PGDS-PGDP, the DGDP is expected to propose specific milestones that will have to be achieved per priority sectors. This will be refined in a collaborative approach with all the relevant stakeholders to ensure ownership of targets that will be set for specific time horizons.

The KwaZulu-Natal Provincial Planning Commission facilitates and supports the lead departments to develop detailed trajectories to ensure that the roadmap is clear on what is required to achieve the 2030 Vision for KwaZulu-Natal. The current DGDP has been reviewed.

### 2.1.7. THE BACK TO BASICS

President of the Republic of South Africa jointly with Minister: COGTA held Local Government Summit on the 18th of September 2014 with all municipalities countrywide in Gauteng Province. The Back to Basics Programme is all about fulfillment of municipalities on their constitutional mandate i.e. Putting People / Community first for their lives to change for the better. Back to Basic Programme in the IDP and ensure that service delivery key performance indicator are included in the SDBIP.
Five (5) key pillars of Back to Basics Programme identified as follows:

**THE IMPORTANT BACK TO BASICS PILLARS.**

The B2B Program is divided into five pillars.

1. **PUTTING PEOPLE FIRST**.

This pillar is focused on the involvement of the Public in Municipal Affairs as required by Municipal Systems Act 32 of 2000, Section 16 Chapter 4. It allows the Municipality to monitor the functioning of Ward Committees and the impact of community feedback meetings held by ward councillors with the intention of information sharing and evaluating the progress made in their request to be developed accordingly.

2. **SERVICE DELIVERY.**

This pillar focuses on all issues related to the service of the people. The manner in which the Municipality delivers the service and the level thereof is taken into account. The services ranges from waste collection, water and sanitation, road and maintenance to mansion a few. This pillar calculates the percentage in which these services are rendered and seek for reason as why it's not satisfactory.

3. **GOOD GOVERNANCE.**

This Pillar looks at all Council and its committees, the manner in which they honour their scheduled meetings. It also looks at the functioning of the MPAC and the Audit Committee. This pillar paints a picture the Municipal stability and the functioning of the Oversight.

4. Sound Financial Management.

The good sound financial management of the Municipality is based on the information provided on this pillar. The accuracy of the figures and percentages of amount spent and received makes contributes to the call of clean audit. The monitoring of the expenditure and the income is done based on this pillar.

5. **BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS.**

This pillar is concerned with the quality of officials in the Municipality, it focuses on the employment and the vacancy rate in the Municipality. The kind of training the employees undergo and the amount spent on such programs. It also addresses the issues of overstaffing comparing it with the relevant benchmark.

### 2.1.8 STATE OF THE NATION ADDRESS (SONA) – 2020

President Cyril Ramaphosa delivered the State of the Nation Address on 13 February 2020 at 7 pm before a joint sitting of the two houses of Parliament. The President took the nation into his confidence on the way forward, set the tone on critical matters and reported back to South Africans on the progress since his last address in June last year. The President mentioned that when we are united in peace and faith, we can conquer all obstacles and turn our country into a place in which we all feel free, safe and comfortable.

He further argues that, the reality of a youthful population that has more access to education than ever before and which is achieving steadily improving outcomes. It is the reality of 2.4 million children in

Early Childhood Development (ECD) and pre-school. It is about the 81% of learners who passed matric last year, with an increasing proportion coming from rural and township schools. Even if we were to marshal every single resource at our disposal, and engage on a huge expenditure of public funds, we would not alone be able to guarantee employment to the millions of people who are out of work. Through the Jobs Summit, we brought labour, business, government and communities together to find solutions to the unemployment crisis, and we continue to meet at the beginning of every month, the Deputy President and myself, to remove blockages and drive interventions that will save and create jobs.

Together, over these last two years, we have worked to stabilise our economy and build a foundation for growth. We have been deliberate in rebuilding institutions and removing impediments to investment. The social partners – trade unions, business, community-based organisations and government – are committed to mobilising funding to address Eskom's financial crisis in a financially sustainable manner. We will be undertaking far-reaching economic reform measures that we will include those contained in the paper produced by The National Treasury, entitled Economic Transformation, Inclusive Growth and Competitiveness. In the previous SONA, I said that is a critical area of investment that supports structural transformation, growth and job creation. The Infrastructure Fund implementation team has finalised the list of shovel-ready projects and has begun work to expand private investment into public infrastructure sectors with revenue stream.

### 2.1.9. STATE OF THE PROVINCE ADDRESS (SOPA) – 2020

In his SOPA the Premier reconfirmed the provincial's commitment to eight (8) key national Priorities.

- Basic services (especially access to clean potable water)
- Job creation
- Growing the economy
- Growing SMMEs and cooperatives
- Education, health, and skills development
- Human settlements and sustainable livelihoods
- Building a peaceful province
- Building a caring and incorruptible government.

The Premier further declared that State of the Province Address Is about reporting to the people of KwaZulu-Natal on the progress that we are making on our priorities, to state our challenges, and most importantly to mobilise all the people of this province to play their own part to move our province forward.

## SECTION C: SITUATIONAL ANALYSIS

### DEMOGRAPHIC CHARECTERESTICS

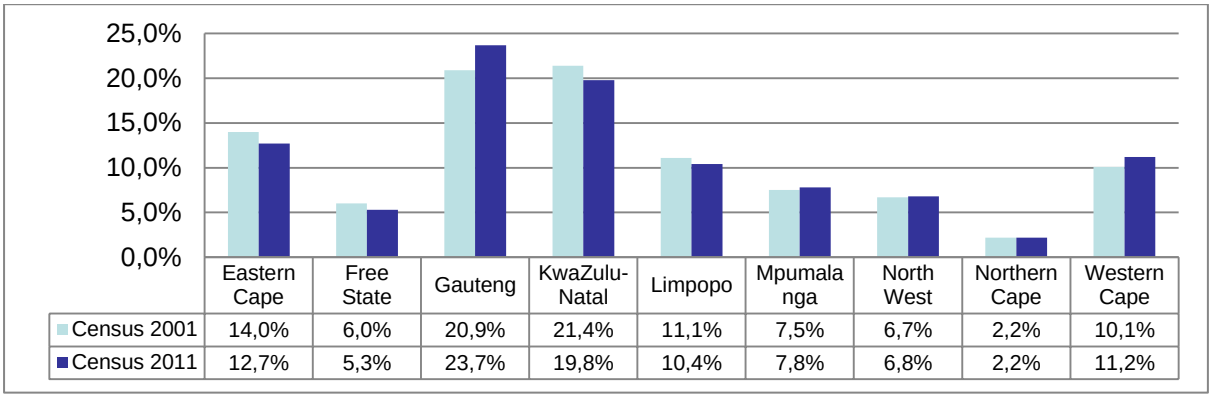
#### i. DEMOGRAPHIC INDICATORS

This section reflects the demographic characteristics of Big 5 Hlabisa Municipality area. This will cover qualitative where possible quantitative summary of demographic variable and social infrastructure of the area. The population figures and projections used are based on Statistics South Africa, Census 1996, 2001 and 2011 and **Community Survey 2016**

The municipality has not commissioned any studies or surveys to assist with the situational analysis (commonly referred to as backlog studies) due to financial and capacity constraints. Embarking upon the analysis process for Big 5-Hlabisa Municipality has required widespread research into the most reliable sources of data to use.

#### ii. POPULATION BY SIZE

The South African population by province, according to Census 2001 was 9 584 129 and 2011 was 10 267 300. There has been a percentage growth of 21.4 % in 2001 compared to 19.8% growth in 2011 graphically depicted as follows:




| | Eastern Cape | Free State | Gauteng | KwaZulu-Natal | Limpopo | Mpumalanga | North West | Northern Cape | Western Cape |
|---|---|---|---|---|---|---|---|---|---|
| Census 2001 | 14,0% | 6,0% | 20,9% | 21,4% | 11,1% | 7,5% | 6,7% | 2,2% | 10,1% |
| Census 2011 | 12,7% | 5,3% | 23,7% | 19,8% | 10,4% | 7,8% | 6,8% | 2,2% | 11,2% |

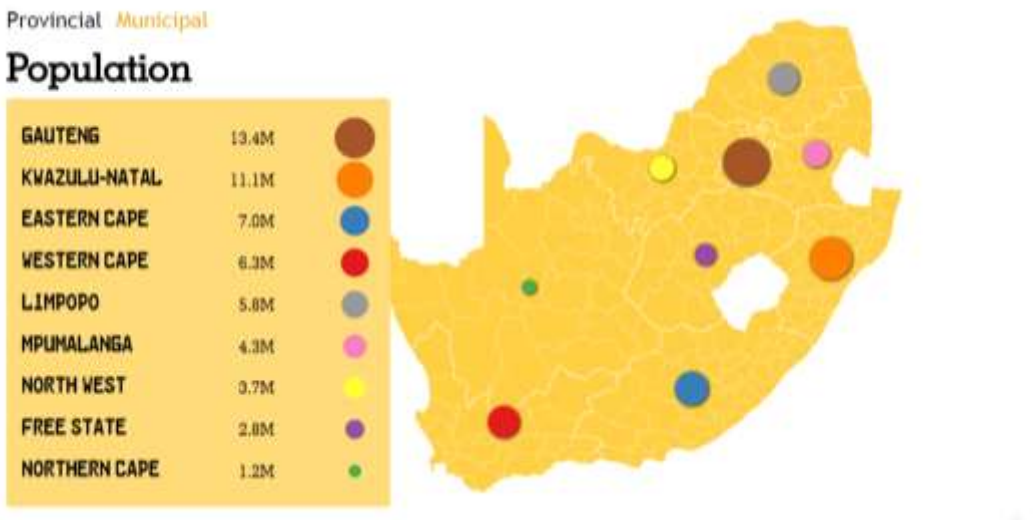



Figure 06: Population by size Census 1996, 2001, 2011 **Source: Stats SA, Community Survey 2016**

In relation to the population figures at a Provincial level the population for the district family of uMkhanyakude contributes 5.9% and Big 5 Hlabisa contributes 0.3%. Corrections to be made)

Big 5 Hlabisa Municipality had a population of 28 857 in 1996, 31484 in 2001 and further increased to 116 622.The percentage growth was *1, 7%.* According to census 2011 the population increased from 31 482 in 2001 to 35 258. The percentage growth was 1, 1%. It is therefore evident that the growth

rate slightly decreased in the period between 2001- 2011 as compared to 1996 to 2001 and The Big 5 Hlabisa is least populated within the district as depicted in the table below:

According to Census 2011 the combined population of 13 wards under the new Big Five Hlabisa Municipality was 107 147. The distribution of Population according to new 13 wards**:**

**TABLE 2: BIG 5 HLABISA POPULATION SIZE**

| **Municipality** | **Number of households** |
|---|---|
| | **Total** |
| DC27: UMkhanyakude | 151 245 |
| KZN271: Umhlabuyalingana | 39 614 |
| KZN272: Jozini | 44 584 |
| KZN275: Mtubatuba | 41 792 |
| KZN276: Big 5 Hlabisa | 25 255 |

**Source Stats SA, Census 2011**

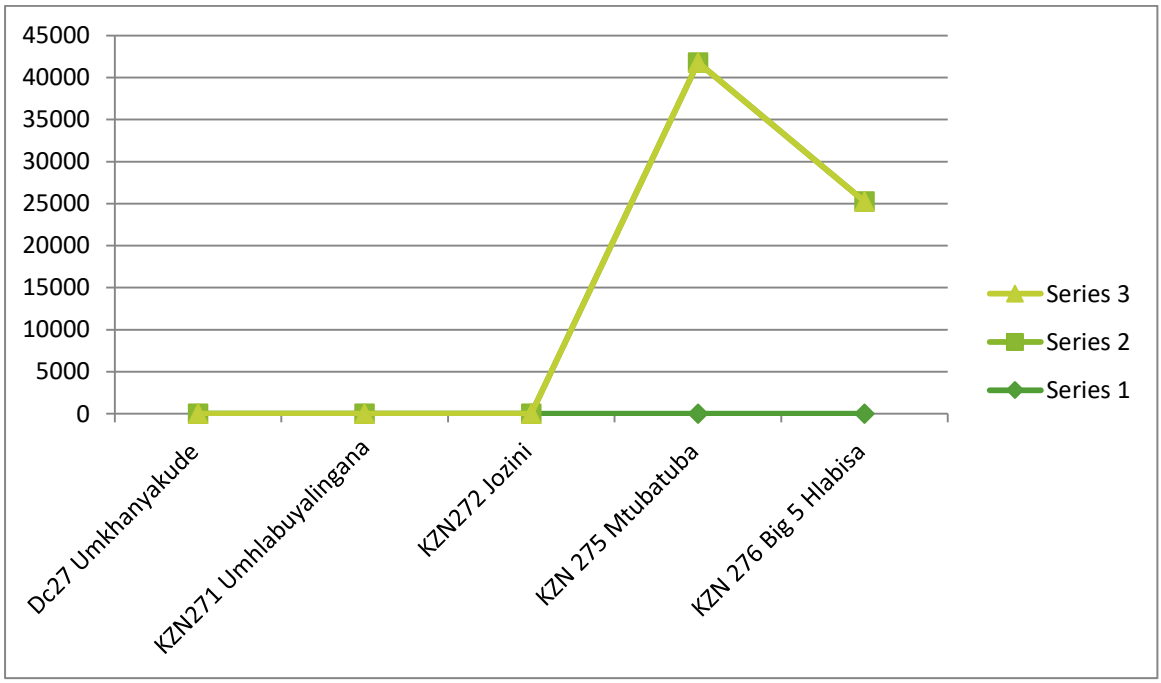



Figure 06 indicate Big 5 Hlabisa Population size. **Source Stasts Census 1996, 2001 and 2011, Community Survey 2016**

According to Community Survey 2016 the population for the new Big Hlabisa Municipality was 116 622.

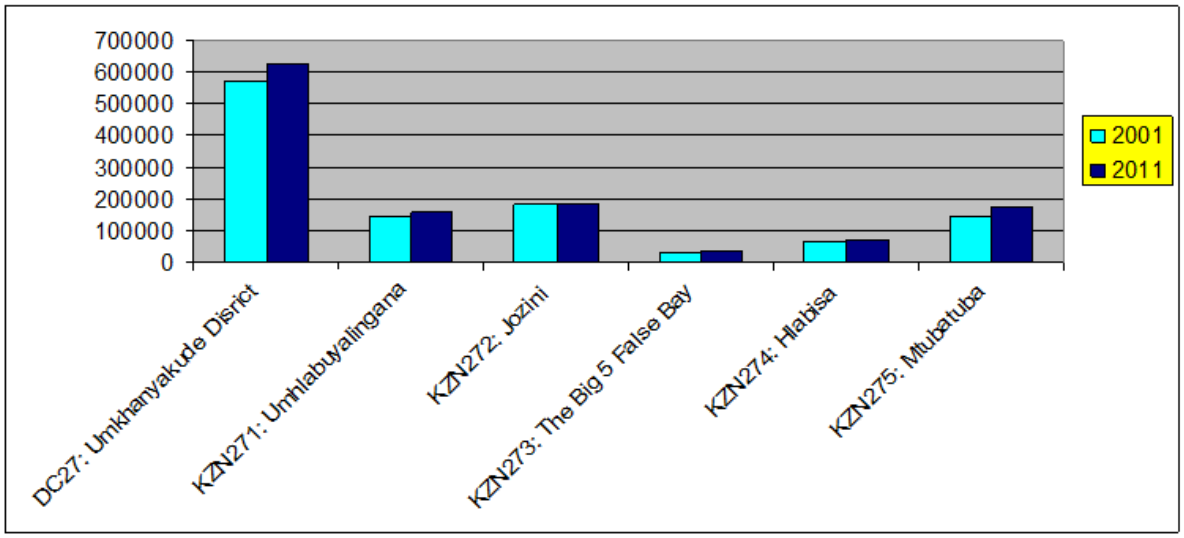



Figure 07: Stats SA census 2011 Distribution of population by size in comparison with other uMkhanyakude Local Municipalities (Stats SA census 2011)

### 2.1.3. POPULATION DISTRIBUTION

A. TYPE OF DWELLING

With regards to the population distribution within Big 5 Hlabisa Municipality majority of the households are

Found in the informal dwelling as compared to formal and traditional dwelling. The stats are depicted in the tables and figure below.

TYPE OF DWELLING AND HOUSEHOLDS

| **Municipality** | **Main dwelling** | | |
|---|---|---|---|
| | **Formal housing** | **Informal housing** | **Traditional housing** |
| DC27: UMkhanyakude | 106 090 | 5 028 | 38 306 |
| KZN271: Umhlabuyalingana | 27 731 | 968 | 10 896 |
| KZN272: Jozini | 29 196 | 1 681 | 13 111 |
| KZN275: Mtubatuba | 31 439 | 1 843 | 7 442 |
| KZN276: Big 5 Hlabisa | 17 724 | 536 | 6 856 |

Table12: Distribution of households by type of main dwelling and municipality 1996, 2001 and 2011, Source**: Stats SA census 2011**

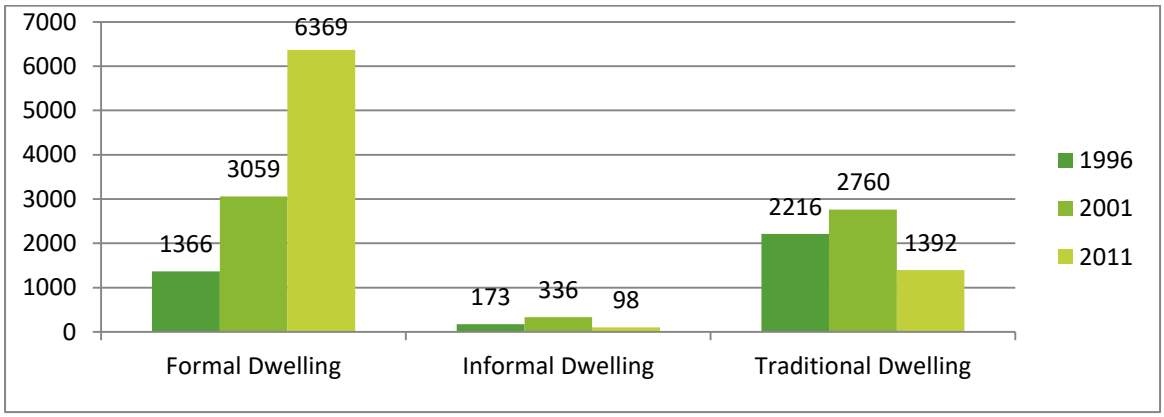



Figure 08: Population Distribution by Type of Dwelling, **Source Stats SA census 2011**

### 3.1.4. POPULATION COMPOSITION

#### A. DEPENDENCY RATIO

The dependency ratio within uMkhanyakude family has been increasing rapidly since 1996 and in particular Big 5-hlabisa. In 1996 the dependency ratio on population aged 65 yrs and older was **1 080 in 1996** and increased to **1 423** in 2001 the figures went up to 1535 in 2011. The increase can be attributed to a number of factors.

The implication on this pattern indicates that people on the ages above 65 are becoming more and more depended on economically active people. Population on the age 14 yrs and younger growth on dependency can be as a result of the increase in birth rate and are dependent on the economically active group.10 1

| **Municipality** | **Population age 14 yrs and younger** | | | **Population aged 65 yrs and older** | | | **Population aged between 15 and 64yrs** | | | **Dependency ratio** | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1996 | 2001 | 2011 | 1996 | 2001 | 2011 | 1996 | 2001 | 2011 | 1996 | 2001 | 2011 |
| **DC27: Umkhanyakude** | 2254632 | 249280 | 251930 | 22072 | 26451 | 28051 | 247419 | 297610 | 345865 | 100,0 | 92,6 | 81,0 |
| **KZN271:Umhlabauyalingan** | 56327 | 62230 | 62934 | 6564 | 7748 | 7930 | 61202 | 72588 | 85872 | 102,8 | 96,4 | 82,5 |
| **KZN272:Jozini** | 69393 | 83238 | 76949 | 5915 | 7397 | 7330 | 74789 | 93571 | 102223 | 100,7 | 96,9 | 82,4 |
| **KZN 275:Mtubatuba** | 56697 | 59193 | 69069 | 5614 | 6557 | 7793 | 65097 | 80069 | 98564 | 95,7 | 82,1 | 78,0 |

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **KZN 276: Big 5 Hlabisa** | 43045 | 44620 | 42979 | 3979 | 4750 | 4998 | 46331 | 51382 | 59207 | 194,1 | 187,4 | 157,8 |
| | | | | | | | | | | | | |

**Source: Stats SA 2011, 2016**

### 3.1.5. Population Distribution by race

The table above indicates population groups at Big 5 Hlabisa Municipality, the majority of population group is black followed by whites however majority of whites are in Hluhluwe. The race composition of Big 5-Hlabisa and the entire UMkhanyakude district region is predominantly black, followed by whites making a small proportion. It is however noted that whites are mostly found in Hluhluwe (ward 05). The rest of other groups are very few. A characteristic well in line with the demographic profile of that part of the country. Blacks make up 95.8% of the population groups followed by whites making up 3.2%, the coloured make up 0.3% and the Asians/Indian make; ``up 0.24%. The population groups are depicted in the table below.

| MUNICIPALITY | BLACKAFRICAN | COLOURED | INDIAN OR ASIAN | WHITE | OTHER | TOTAL |
|---|---|---|---|---|---|---|
| DC27Umkhanyakude | 618130 | 1153 | 1390 | 4189 | 984 | 625846 |
| KZN271 UMhlabuyalina | 155712 | 141 | 192 | 527 | 164 | 156736 |
| KZN272 Jozini | 184 962 | 184 | 444 | 533 | 380 | 186502 |
| Big 5 Hlabisa | 105 308 | 197 | 530 | 1671 | 251 | 107 957 |
| Mtubatuba | 172148 | 631 | 555 | 1902 | 189 | 175425 |

**Distribution by population distribution by group in comparison with LMs in DC 27(Source: Stats SA Census 2011**

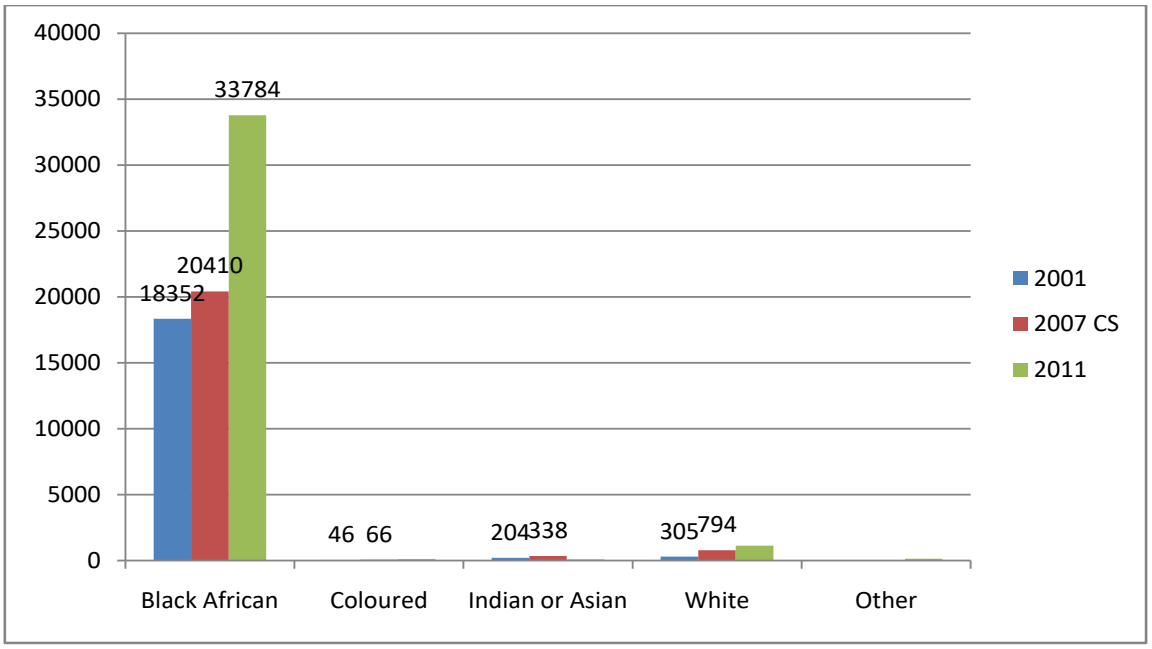



Figure09: Distribution of population by group 2001 Source**, 2007 Community Survey and Stats SA Census 2011.**

### 3.1.6. DISTRIBUTION OF POPULATION BY GENDER

Out of all local municipalities in UMkhanyakude, Big 5 Hlabisa Municipality has the smallest imbalance in gender ratios, i.e. the most evenly matched proportion of males and females. The most significant implication of this is that the migration of male family members to find work away from home might occur less than in other parts of the district

The gender breakdown of the individual wards of Big 5 Hlabisa shows a stark difference between gender proportions in Ward 3 (urban areas, commercial farms and game lodges) and the traditional areas. Higher proportions of males in Ward 3 could be accounted for by farm workers living on the commercial farms (possibly originally residing in one of the tribal wards). None of the tribal wards (1, 2 and 4) display unusually high proportions of females to males; the distinction is none-the-less pronounced.

According to Community Survey 2011 the population distribution per Gender for UMkhanyakude Municipalities is as follows:

| Community CS 2016 | Population by | Gender per | Municipality |
|---|---|---|---|
| | | | |
| **Municipality** | | | |
| | Male | Female | Population |
| **DC27: UMkhanyakude** | 323993 | 365097 | 689090 |
| **KZN271 :Umhlabuyalingana** | 80679 | 91398 | 172077 |
| **KZN272 : Jozini** | 93282 | 104933 | 198215 |
| **KZN275 : Mtubatuba** | 95377 | 106800 | 202177 |
| **KZN276 : Big5 Hlabisa** | 54655 | 61967 | 116622 |

**Source, 2007 Community Survey and Stats SA Census 2011.**

| KZN276 Big 5 Hlabisa Municipality | 1996 | | | 2001 | | | 2011 | | |
|---|---|---|---|---|---|---|---|---|---|
| | **Male** | **Female** | **Total** | **Male** | **Female** | **Total** | **Male** | **Female** | **Total** |
| **0 – 4** | 1 899 | 1 879 | **3 778** | 2 110 | 2 007 | **4 117** | 2 343 | 2 323 | **4 666** |
| **5 – 9** | 1 986 | 1 989 | **3 974** | 2 304 | 2 179 | **4 483** | 2 092 | 2 076 | **4 168** |
| **10 – 14** | 1 888 | 2 015 | **3 903** | 2 368 | 2 225 | **4 593** | 2 283 | 2 109 | **4 392** |
| **15 – 19** | 1 569 | 1 579 | **3 148** | 2 052 | 2 113 | **4 165** | 2 220 | 2 104 | **4 324** |
| **20 – 24** | 1 282 | 1 403 | **2 685** | 1 462 | 1 481 | **2 943** | 1 628 | 1 939 | **3 567** |
| **25 – 29** | 943 | 1 167 | **2 110** | 1 083 | 1 220 | **2 303** | 1 406 | 1 724 | **3 129** |
| **30 – 34** | 714 | 1 023 | **1 737** | 768 | 1 111 | **1 878** | 978 | 1 269 | **2 247** |
| **35 – 39** | 673 | 823 | **1 496** | 615 | 897 | **1 511** | 777 | 1 021 | **1 798** |
| **40 – 44** | 513 | 661 | **1 174** | 569 | 672 | **1 241** | 602 | 863 | **1 465** |
| **45 – 49** | 443 | 498 | **942** | 405 | 540 | **946** | 526 | 809 | **1 335** |
| **50 – 54** | 318 | 320 | **639** | 352 | 445 | **797** | 463 | 594 | **1 056** |
| **55 – 59** | 285 | 318 | **603** | 206 | 281 | **488** | 360 | 498 | **858** |
| **60 – 64** | 206 | 373 | **579** | 239 | 355 | **594** | 286 | 430 | **717** |
| **65 – 69** | 208 | 301 | **510** | 176 | 356 | **532** | 159 | 294 | **453** |
| **70 – 74** | 125 | 151 | **277** | 164 | 296 | **459** | 153 | 281 | **434** |
| **75 – 79** | 66 | 86 | **152** | 83 | 115 | **198** | 88 | 186 | **274** |
| **80 – 84** | 34 | 47 | **81** | 47 | 72 | **119** | 82 | 144 | **226** |
| **85+** | 19 | 43 | **62** | 47 | 67 | **114** | 58 | 89 | **147** |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Total | **13 171** | **14 676** | **27 847** | **15 050** | **16 432** | **31 482** | **16 505** | **18 753** | **35 258** |

**Source: Community Survey 2011**

According to Community Survey 2016 the population distribution per Gender for UMkhanyakude Municipalities is as follows:

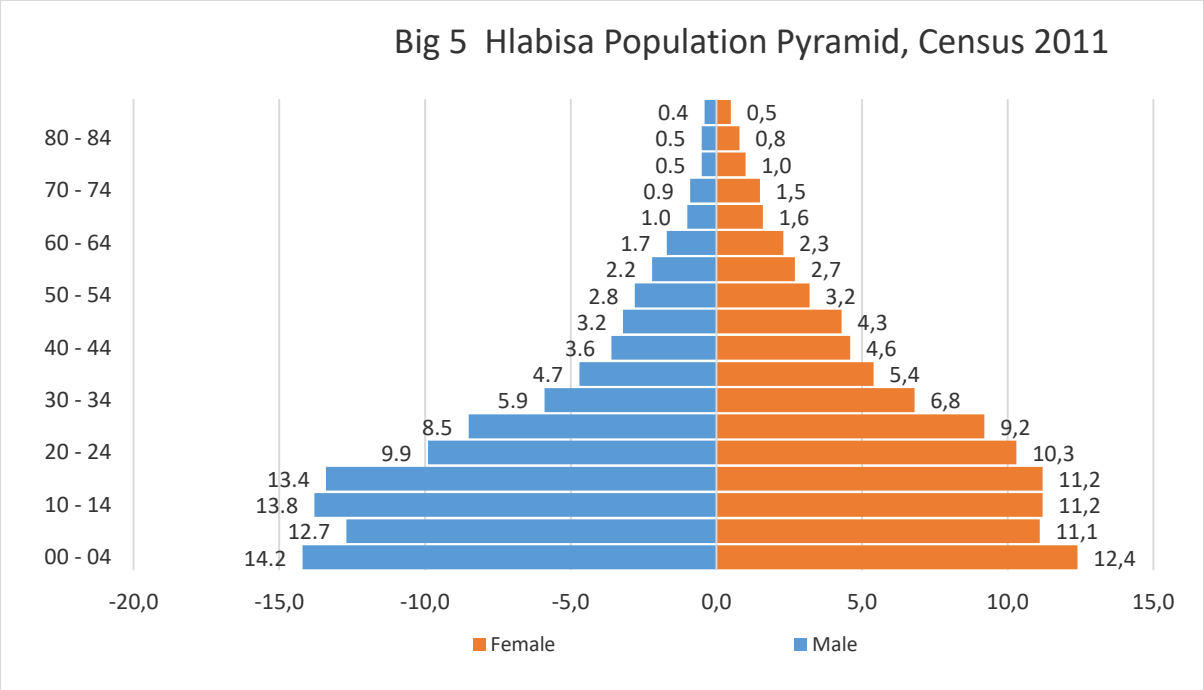
| Big 5 Hlabisa | Male | Female |
|---|---|---|
| 0 - 4 | -15.6 | 13.4 |
| 5 - 9 | -13.8 | 11.6 |
| 10 - 14 | -14.4 | 11.9 |
| 15 - 19 | -14.7 | 12.0 |
| 20 - 24 | -9.7 | 10.1 |
| 25 - 29 | -7.2 | 8.1 |
| 30 - 34 | -4.8 | 5.6 |
| 35 - 39 | -3.8 | 4.7 |
| 40 - 44 | -3.1 | 4.1 |
| 45 - 49 | -2.9 | 4.1 |
| 50 - 54 | -2.6 | 3.4 |
| 55 - 59 | -2.3 | 2.8 |
| 60 - 64 | -1.9 | 2.3 |
| 65 - 69 | -1.2 | 1.6 |
| 70 - 74 | -0.9 | 1.6 |
| 75 + | -1.3 | 2.6 |
| Grand Total | 100.0 | 100.0 |
| | | |

Table 17: Distribution of population by age and sex, The Big 5Hlabisa Municipality 2011- 2016

#**Source Census Stats SA.**

### 3.1.7. POPULATION PYRAMIND

The figure below indicates the age distribution within Big 5 Hlabisa Municipality are where the ages of 0-4 are the most dominant followed by ages 10- 14 which is still within the formal description of youth



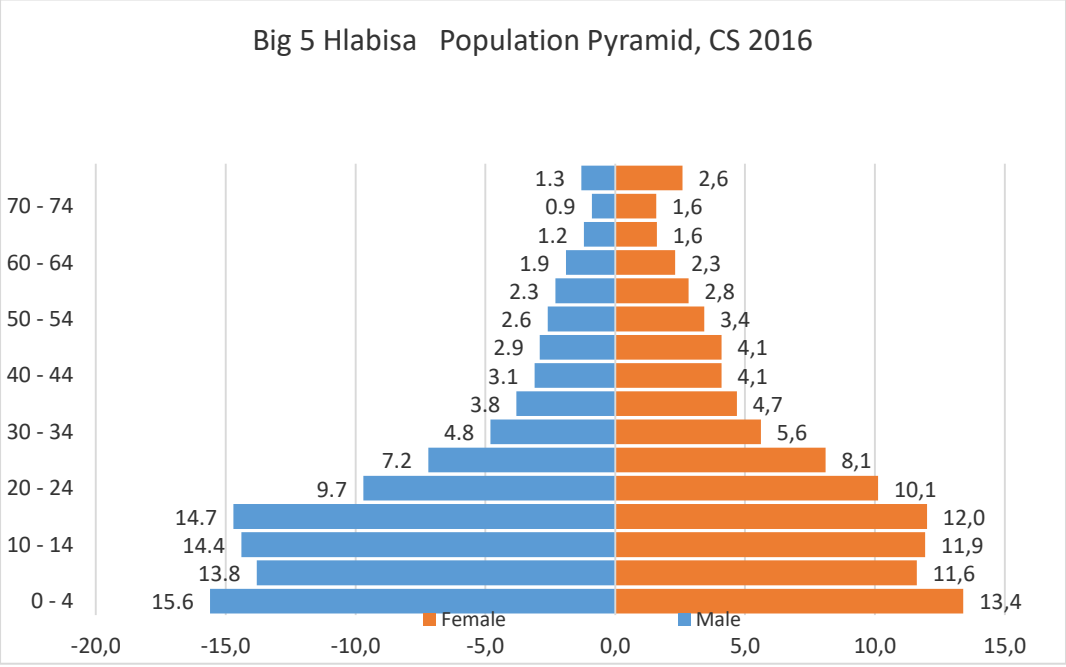




Figure 10 Population Pyramid, Distribution of population by Age and Sex, Source: Stats SA Census 2011.

## 3.2. SOCIO – ECONOMIC INDICATORS

### 3.2.1. POPULATION BY HOUSEHOLDS SIZE

The household structures differ greatly in suburban as compared to rural and traditional. Suburban household might comprise 3-5 members in one physical building, and a traditional rural black household that might house up to 10 or more people in a cluster of structures. Such differences in settlement patterns and cultures complicate statistical projections over large areas. The 2001 and 2011 Census gives household sizes across the whole spatial spectrum.

The table below indicates the number of households for Big 5-Hlabisa Municipality in terms of statistics information for 2001 was 6214 and 7998 in 2011. There has been a slight increase and various factors might have impacted on this pattern. It is noted that Big 5 Hlabisa has the second smallest number of households as compared to other municipalities within uMkhanyakude District. Big 5 Hlabisa total population in 2001 was 16825 in 2011 was 20584 and in 2016 moved to 25255

| MUNICIPALITY | 2001 | 2011 | 2016 |
|---|---|---|---|
| **DC27: Umkhanyakude** | **101563** | **128195** | **151 245** |
| KZN271: Umhlabuyalingana | 26324 | 33857 | 39614 |
| KZN272: Jozini | 33589 | 38849 | 44584 |
| **KZN276 The Big 5 Hlabisa** | **16825** | **7998** | **25255** |

| | | | |
|---|---|---|---|
| KZ 275 Mtubatuba | 24826 | 34905 | 41792 |

Table 18: Table: Distribution of population by households income in Source Stats Census 2001 and 2011.

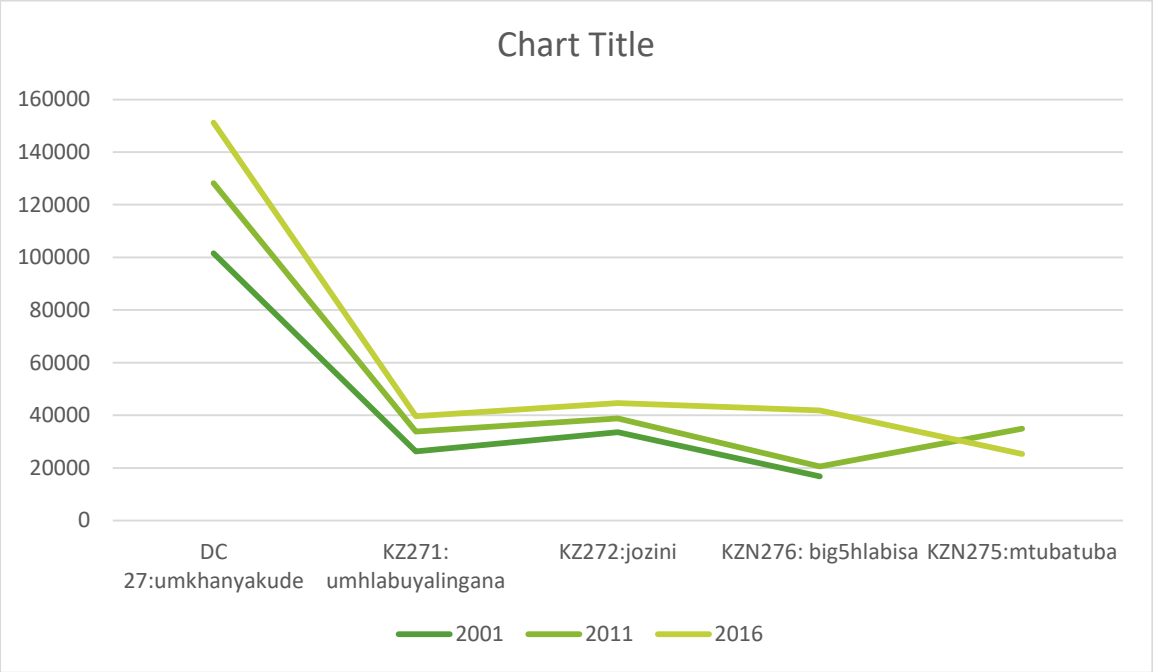


Figure: 11 Distribution of population by household's income, Source Census 2011 - 2016 Stats

| | TOTAL PUPULATION | | | NUMBER OF HOUSEHOLDS | | | EVERAGE HOUSEHOLD SIZE | | |
|---|---|---|---|---|---|---|---|---|---|
| **MUNICIPALITY** | **1996** | **2001** | **2011** | **1996** | **2001** | **2011** | **1996** | **2001** | **2011** |
| DC27: Umkhanyakude | 503 757 | 562047 | 612 389 | 72 714 | 101563 | 128195 | 6,9 | 5,5 | 4,8 |
| KZN271: Umhlabuyalingana | 128 616 | 140078 | 154 410 | 19 464 | 26 324 | 33 857 | 6,6 | 5,3 | 4,6 |
| KZN272: Jozini | 151 747 | 180664 | 184618 | 22 100 | 33 589 | 38 849 | 6,9 | 5,4 | 4,8 |
| KZN276 Big 5 Hlabisa | 123689 | 98212 | 105250 | 12430 | 16825 | 20584 | 8,2 | 4,8 | 4,0 |
| KZN275: Mtubatuba | 128 559 | 143093 | 171296 | 18 721 | 24 826 | 34 905 | 6,9 | 5,8 | 4,9 |

Table 20: Average household size by municipality Census Stats SA 1996, 2001 and 2011

According to Statistics SA census 1996, 2001 and 2011, the total population of Hluhluwe was approximately 28 857in 1996, 29 945 in 2001 and 35 258 in 2011. The number of households were 3 835 in 1996, 6 214 in 2001 and further increased to 7 998 in 2011.

According to Statistics SA census 1996, 2001 and 2011, the total population of Hlabisa was approximately 65978 in 1996, 68 267 in 2001 and 69992 in 2011. The number of households were in 8 595 in 1996, 10 611 in 2001 and further increased to 12 586 in 2011

There has not been major increase considering figures depicted in the table above. A multiple of factor can be attributed to the trend above. Factors will also range from decline to quality of life or HIV/AIDS epidemic posing a challenge to the Municipality thus the need to intensify HIV/AIDS interventions.

### 3.2.2. FEMALE HEADED HOUSEHOLDS

The numbers of female headed households at Big 5 Hlabisa were 1798 in 1996, 3077 in 2001 and further increased to 4149 in 2011 .In 2016 increase to 5600.The increase can be attributed to a number of factors ranging from HIV/AIDS epidemic to rural urban, migration due to factors linked to the economic factor of the municipality which includes limited employment opportunities, better access to basic services in major urban centers and general decline in quality of life .It is evident that the there is a challenge at Big 5 Hlabisa in this regard. The development interventions must therefore be put in place to deal with the following:

- economic issues that might lead to migration
- issues that will further impact negatively on human and community development
- Job creation

| **Municipality** | **No. of households headed by women** | | | **% of female headed households** | | |
|---|---|---|---|---|---|---|
| | **1996** | **2001** | **2011** | **1996** | **2001** | **2011** |
| DC 27: Umkhanyakude | 33876 | 51 785 | 69101 | 46,6 | 51,0 | 53,9 |
| KZ 271: Umhlabuyalingana | 9215 | 13 597 | 18 250 | 47,3 | 51,7 | 53,9 |
| KZ 272: Jozini | 8655 | 17190 | 20 865 | 39,2 | 51,2 | 53,7 |
| KZ 273: The Big 5 Hlabisa | 6642 | 9294 | 11566 | 46,9 | 49,5 | 51,9 |
| KZ 275: Mtubatuba | 9363 | 11796 | 18420 | 50,0 | 47,2 | 52,8 |

Table 21: Distribution of female headed households Source: **Census 1996**, **2001** and **2011 Stats**

### 3.2.3. CHILD HEADED HOUSEHOLDS

The numbers of child headed households at Hluhluwe were 84 in 1996 and 188 in Hlabisa, the number increased to 113 in 2001 at Hluhluwe and to 171 in Hlabisa and 116 in 2011 at Hluhluwe while increased to 181 in Hlabisa. It is obvious that there is a negative trend with regards to child headed households and this increase is worrying factor. There could be a number factors contributing ranging from orphaned household due to HIV/AIDS

The unemployment rate increased from 27, 1% in 1996 to 47, 1% in 2001. It shows that 2001 was a challenging periods as majority of the economically active population was not employed in 2001. This has however improved in 2011. The percentage of unemployed people decreased from 47, 1 in 2001 to 26, and 5 in 2011.

| **MUNICIPALITY** | **No. of households headed by children (0-17 yrs.)** | | | **% of households headed by children(0-17yrs)** | | |
|---|---|---|---|---|---|---|
| | **1996** | **2001** | **2011** | **1996** | **2001** | **2011** |
| DC 27: Umkhanyakude | 1349 | 1268 | 2032 | 1,8 | 1,1, | |
| KZ 271: Umhlabuyalingana | 366 | 374 | 466 | 1,9 | 1,4 | |
| KZ 272: Jozini | 388 | 454 | 692 | 1,7 | 1,8 | |
| **KZ 276: Big 5 Hlabisa** | **272** | **284** | **297** | **2,1** | **1,5** | |
| KZ 275: Mtubatuba | 324 | 187 | 576 | 1,7 | 1,7 | |

Table 22 child headed households by municipality Census 1996, 2001 and 2011, Stats SA

| **Age - 5 year age groups by Sex** | | |
|---|---|---|
| **for Person Weight, KZN276: Big 5 Hlabisa Municipality** | | |

| | | |
|---|---|---|
| | **Male** | **Female** |
| 00-04 | 8637 | 8600 |
| 05-09 | 7514 | 7573 |
| 10-14 | 7187 | 7434 |
| 15-19 | 7594 | 6848 |
| 20-24 | 5765 | 6439 |
| 25-29 | 5228 | 5279 |
| 30-34 | 3310 | 3935 |
| 35-39 | 1876 | 2395 |
| 40-44 | 1447 | 2669 |
| 45-49 | 1177 | 2277 |
| 50-54 | 1311 | 1881 |
| 55-59 | 1119 | 1862 |
| 60-64 | 1012 | 1407 |
| 65-69 | 572 | 1000 |
| 70-74 | 430 | 1077 |
| 75-79 | 214 | 573 |
| 80-84 | 178 | 331 |
| 85+ | 83 | 386 |
| Grand Total | 54655 | 61967 |

Table 22 child headed households by municipality # **Source Census 1996, 2001 and 2011, Stats SA**

The Percentage of population aged 20 and above in KZN province with no education in 2001 was 10.8% and has increased to 21.9% in 2011. At a district level the percentage was 25.0 in 2001 and increased to 46.3 1n 2011. The rate at which the percentage has increased between 2001 and 2011 is worrying factor and therefore requires attention.

### 3.2.4. Income Status

The average household's income is depicted in the table below. Among all local municipalities within UMkhanyakude family, Hluhluwe is has an average household income much higher than the rest of other municipalities. The average household income for Big 5 Hlabisa Municipality is R 57 218 making

it R 10 000 higher that other municipalities within the family except Mtubatuba Municipality which as is approximately R 2000.00 less than Hluhluwe Community

Majority of the population lives in household that falls into R 9601 and R 19 600, while second largest proportion of the households earn between R 4801 – R 9600, furthermore it is noted that ward 4(Nibela ) has the largest number of households as compared to other wards but ward 03 is the ward with the highest income level as compared to the rest of the other wards. This can be attributed to a number of factors ranging from the fact Hluhluwe is the main service centre with major shopping and farm areas contributing to employment opportunities in the area and with also population with much higher level of education.

| **Municipality** | **Average household income** | |
|---|---|---|
| | 2001 | 2011 |
| DC27: Umkhanyakude | 19 173 | 47 201 |
| KZN271: Umhlabuyalingana | 16 122 | 36 164 |
| KZN272: Jozini | 16 418 | 47 018 |
| **KZN276 Big 5 Hlabisa** | 36 275 | 104 481 |
| KZN275: Mtubatuba | 27 284 | 55 920 |
| | | |

Table 23: Distribution of average household income by uMkhanyakude district family # Source Census 2001 & 2011

## 3.3. POPULATION DENSITY

The relatively low population density of 41 ppl /km² of Big 5 Hlabisa is to be expected. This reflects:

- Only one significant urban settlement (Hluhluwe town, including Phumlani);
- A large proportion of commercial agriculture in the municipal area ;
- A significant number of game lodges and Game Farms in the municipal area;
- Significantly populated but scattered rural homesteads spread across large areas;
- The Makhasa (Ward 2) is far more densely populated than the other two traditional areas, despite having a very similar sized population;
- The Nibela peninsula is less densely populated than Makhasa but more densely populated than Mnqobokazi, which is the least densely populated of the rural wards but also the largest in size;
- Aside from the settlement at Hluhluwe town, the rest of Ward 3 is very sparsely populated (14.1 ppl/km²). This ward accommodates all of the commercial agriculture and game lodge activity that occurs in Big 5 Hlabisa Municipality.

Density has a strong cost implication for service provision. The known low densities of the tribal areas (Wards 1, 2 and 4) already pose development challenges. Although other factors undoubtedly need to be taken into account, the densities listed below imply that Mnqobokazi would be the most difficult to service, followed by Nibela and that Makhasa would be the least difficult or costly of the three. Wards densities in terms of number of people per km² are expressed below:

## 3.4. POPULATION BY EDUCATION LEVEL

Majority of the Youth population at Big 5 Hlabisa Municipality. More than 50 %( i.e. 34% primary schooling and 24% attending schooling) are school-going kids. This is an indication of youthfulness of the population of Big 5 Hlabisa. Based on the above figure, 16% of the total population has no schooling. A trend similar to other local municipalities within the District indicates decrease in number of student acquiring post grade twelve qualification, which implies that a number of students get lost along the system.

| District and Local municipality | Municipal sub-category | 2011 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Total population | | | Youth (15-34 years) | | | Youth proportion | Persons aged 20 years+ who have |
| | | Male | Female | Total | Male | Female | Total | | |
| **527 DC27: UMkhanyakude** | **C2** | **288 646** | **337 200** | **625 846** | **103 612** | **122 797** | **226 409** | **36.2** | **87 940** |
| 582 KZN271: Umhlabuyalingana | B4 | 71 769 | 84 967 | 156 736 | 24 914 | 29 962 | 54 876 | 35.0 | 19 499 |
| 583 KZN272: Jozini | B4 | 86 116 | 100 386 | 186 502 | 30 963 | 37 227 | 68 190 | 36.6 | 25 440 |
| **584 KZN276: Big 5 Hlabisa** | **B3** | **49447** | **57736** | **107183** | **17937** | **20696** | **38 633** | **36.0** | **14529** |
| 586 KZN275: Mtubatuba | B3 | 81 314 | 94 111 | 175 425 | 29 798 | 34 912 | 64 711 | 36.9 | 28 471 |

Majority of the Youth population at Big 5 Hlabisa Municipality: **Source census 2011- 2016 Stats SA**

### 3.5. EMPLOYMENT STATUS

Almost half of the total population is not economically active. A trend consistent to the District indicates that a bulk of those unemployed and not economically active comprises of youth.

The figure below indicated employment status district wide.

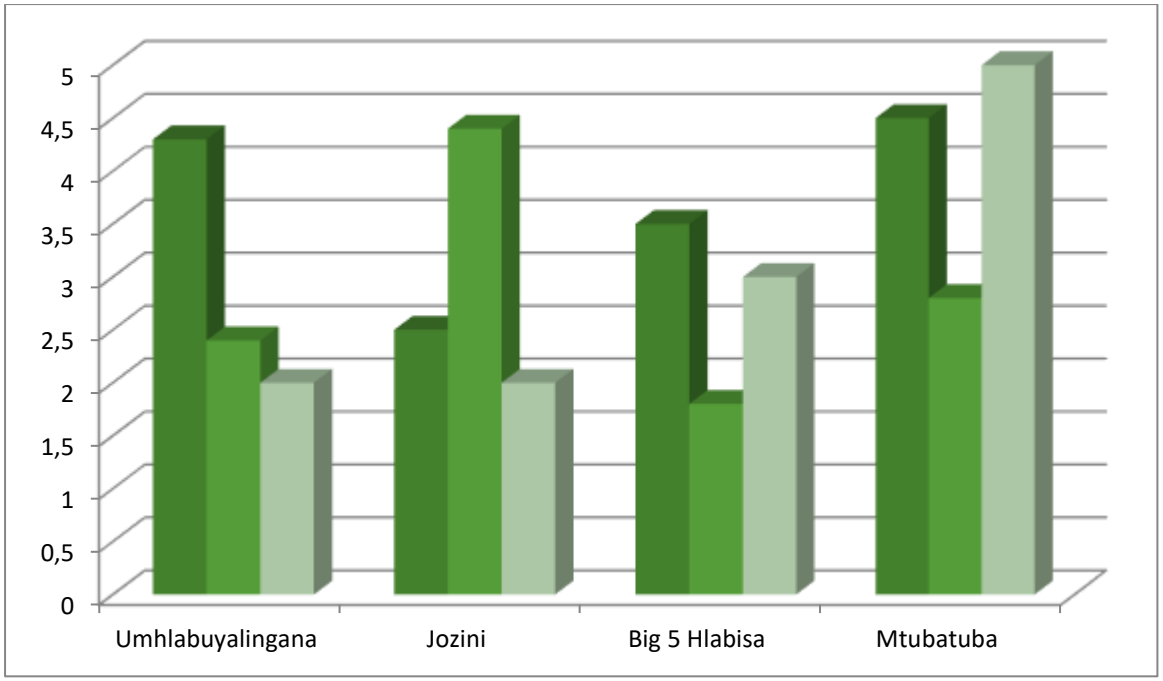



**Figure 13 Distribution of population by employment status, Source Census 2011, Stats SA**

## 3.6. HOUSEHOLD SERVICES

### 3.6.1. DISTRIBUTION OF HOUSEHOLDS USING ELECTRICITY FOR LIGHTING, HEATING AND COOKING

The number of households using electricity in 1996 in KZN was 61, 7 in 2001 and increased to 779 in 2011. At a district level, the uMkhanyakude figures were 29, 4 in 2001 and increased to 38, 4 in 2011 in Big 5 Hlabisa. The distribution is further depicted in table as follows for Big 5 Hlabisa and the whole family of uMkhanyakude.

| **Municipality** | **Electricity** | | | |
|---|---|---|---|---|
| | **In-house (Conventional/Prepaid meter)** | **Connected to other source (household** | **Solar home system** | **No access to electricity** |

| | | pays/don't pay for) | | |
|---|---|---|---|---|
| DC27: UMkhanyakude | 75 364 | 5 536 | 3 596 | 62 887 |
| KZN271: Umhlabuyalingana | 6 177 | 1 153 | 1 069 | 30 250 |
| KZN272: Jozini | 17 306 | 1 255 | 1 483 | 22 734 |
| KZN275: Mtubatuba | 34 495 | 1 334 | 309 | 4 712 |
| KZN276: Big 5Hlabisa | 17 387 | 1 795 | 735 | 5 192 |

**Table 09 households using electricity for lighting , heating and cooking Source Cences 2011 *Stats SA**

### 3.6 1.1 Main Source of energy for lighting

| **Main source of energy for lighting for Household weight, KZN276:Big 5 Hlabisa** | |
|---|---|
| | |
| None | 224 |
| Electricity from mains | 17697 |
| Other source of electricity (e.g. generator; etc.) | 120 |
| Gas | 12 |
| Paraffin | 61 |
| Candles | 6264 |
| Solar | 850 |
| Other | 26 |
| Unspecified | - |
| Grand Total | 25255 |

**Main source of energy for lighting for household weight Big 5 Hlabisa source Census 2016**

### 3.6.2. HOUSEHOLDS WITH ACCESS TO REFUSE REMOVAL

Majority of the household use their own disposal site for refuse. In 1996 2422 households used their own refuse dump and in 2001, the number increased 3868 and out 7998 in 2011 households 5092 utilize their own refuse. The number of households with access to refuse removal by the municipality has been increasing as follow, in 1996 165 households had access, and in 2001 the number increased to 1062 and further increased to 111972 in 2011. The trend is depicted in the table below.

| | Removed by local authority/private company at least once a week | Removed by local authority/ private company less often | Communal refuse dump | Own refuse dump | No rubbish disposal | Other | Unspecified | Not Applicable | Total |
|---|---|---|---|---|---|---|---|---|---|
| **The Big 5** | 1473 | 499 | 196 | 4896 | 795 | 140 | - | - | 7998 |

| Municipality | Refuse removal | | | | | | |
|---|---|---|---|---|---|---|---|
| | **Removed (at least once a week)** | **Removed (less often than once a week)** | **Communal refuse dump** | **Communal container/central collection point** | **Own refuse dump** | **Dump or leave rubbish anywhere (no rubbish disposal)** | **Other** |
| DC27: UMkhanyakude | 6 023 | 1 420 | 2 548 | 1 448 | 121 863 | 13 184 | 4 760 |
| KZN271: Umhlabuyalingana | 140 | 117 | 800 | 66 | 33 246 | 4 240 | 1 004 |
| KZN272: Jozini | 2 224 | 669 | 692 | 91 | 33 081 | 5 535 | 2 292 |
| KZN275: Mtubatuba | 3 266 | 364 | 478 | 302 | 36 343 | 951 | 88 |
| KZN276: Big 5 Hlabisa | 393 | 269 | 578 | 989 | 19 193 | 2 458 | 1 376 |

**Table 29: Households with access to refuse removal Census 2016**

### 3.6.3. DISTRIBUTION OF HOUSEHOLD BY TYPE OF TOILET FACILITY

**Flush or chemical toilet**

The Number households with access to flush or chemical toilet facility in the municipal area are depicted in the table below as 399 in 1996, 1737 in 2001 and 3118 in 2011.

**Pit latrine**

In 1996, 348 households have access to pit latrine, the figure increased to 886 in 2001 and further to 3629 in 2011

**Bucket latrine**

The census information indicates that in 1996, 15 households were using bucket latrine, in 2001 the number increased to 45 and further to 74 in 2011. Though these figures are reported but the municipality confirms no bucket system in the area.

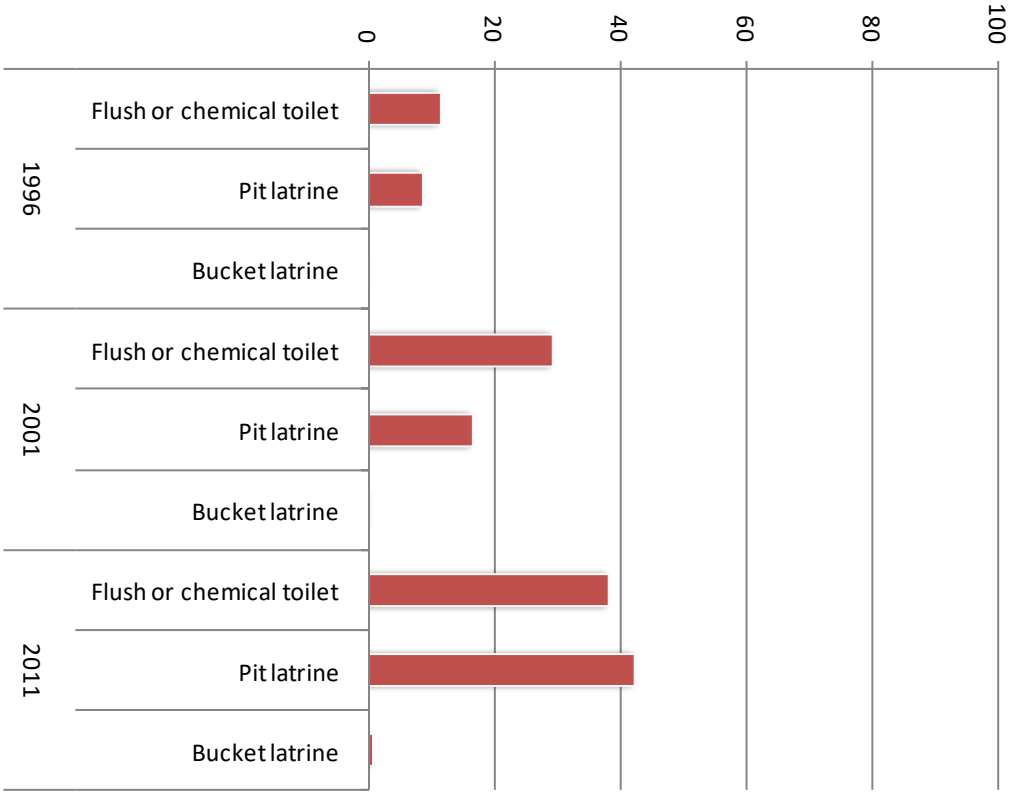



Figure 16: Distribution of household by type of toilet facility, Source: Census 2011 Stats SA

| Municipality | Toilet facility | | | |
|---|---|---|---|---|
| | Flush/Chemical | Pit (with/without ventilation) | Bucket | None |
| DC27: UMkhanyakude | 45 813 | 82 572 | 1 449 | 15 460 |
| KZN271: Umhlabuyalingana | 5 872 | 27 314 | 10 | 5 213 |
| KZN272: Jozini | 13 596 | 21 153 | 1 263 | 5 422 |
| KZN275: Mtubatuba | 14 115 | 23 034 | 17 | 3 370 |
| KZN276: Big 5 Hlabisa | 12 231 | 11 070 | 158 | 1 455 |

Table 30: Distribution of household by type of toilet facility, Source Census 2016, Stats SA-

### 3.6.4. HOUSEHOLDS WITH ACCESS TO PIPED WATER

The number of households with access in 1996 was 11996, 2001 and 2011. The table below shows households with access to piped water between the ages of 14 years and from 1996, 2001 and 2011. The number of households with access to piped water inside the dwelling at uMkhanyakude is very low as compared to the rest of the districts and is depicted in the table below.

| **Municipality** | **Main source of water for drinking** | | |
|---|---|---|---|
| | **Piped (inside dwelling and yard)** | **Piped (on community stand)** | **No piped water access** |
| DC27: UMkhanyakude | 45 056 | 15 876 | 90 313 |
| KZN271: Umhlabuyalingana | 12 322 | 2 759 | 24 533 |
| KZN272: Jozini | 13 267 | 7 526 | 23 791 |
| KZN275: Mtubatuba | 12 743 | 4 729 | 24 320 |
| KZN276: Big 5 Hlabisa | 6 725 | 862 | 17 668 |

**TABLE 30: DISTRIBUTION OF HOUSEHOLDS WITH ACCESS TO PIPED WATER 1996, 2001, 2016 (STATS)**

## SPATIAL AND ENVIRONMENTAL ANALYSIS

### b. SPATIAL ANALYSIS

The KwaZulu-Natal is one of the nine (9) provinces of South Africa which lies on the North East Coast of the country and it is the third smallest in size with total area of 94,361 $km^2$ inhabited by a total population of 10,456,900 people making it the second most inhabited after Gauteng Province.
UMkhanyakude is one of the ten districts in KZN and has total number of 625 846 people from its four local municipalities as follows:

- uMhlabuyalingana Local Municipality
- Jozini Local Municipality
- Big 5 -Hlabisa Local Municipality
- Mtubatuba Local Municipality

Jozini Municipality has the largest population amongst a total number of 128, 195 households in uMkhanyakude family of municipalities. The Big 5-Hlabisa Local Municipality is bordered by 3 Municipalities in the UMkhanyakude District, namely Mtubatuba (KZ275) in the South, Jozini (KZ272) to the North- West and uMhlabuyalingana Municipality to the North-East.

The main road linkages in the district are the N2 which is major route which links Hluhluwe with Richards Bay and Pongola and the R22, also known as the Lobombo Spatial Development (LSDI) Initiative, which links Hluhluwe to the Mozambique Border and the R618 linking the south western part of the municipality to the Zululand district. These roads have also been identified as Major Corridors within the uMkhanyakude District.

#### i. ADMINISTRATIVE ENTITIES

In terms of the Municipal Systems Act 32 of 2000 and the Municipal Structures Act, The Big 5-Hlabisa local Municipality has two satellite offices located within the town of Hluhluwe (North Eastern) and Hlabisa (South Western). Both these offices are responsible for the political and administrative function assigned to it in terms of the powers and functions. However strong Traditional Authority areas exist within wards and is administered by the Ingonyama Trust board as far as tenure is concerned.

#### ii. STRUCTURING ELEMENTS

The municipality as a product of an amalgamation process stretches over a wider spectrum of land and thus presents a challenge for spatial representation of the municipal jurisdiction. For the purpose of this IDP, the two 'former municipal areas will be discussed inter-changeably to allow for a true reflection of the status quo. Hence the municipality will be referred to using its spatial location in relation to the new municipality.

Hluhluwe area being referred to as the north-eastern part of the municipality and Hlabisa area being referred to as the South-Western part of the municipality. The North-eastern part of the municipality can be divided into four distinct portions, namely: Urban areas of Hluhluwe and Phumlani, private game farms and conservation areas, the three Traditional Authority areas and the commercial farm land. The South-western wing of the municipality is generally characterized by traditional rural settlements under different traditional Authorities with Hlabisa town being the center for services and private game reserves which play a vital role in the tourism sector of the municipality

The population settlement density is generally below 150 people per km². A higher population density is found in Ward 1 (Makhasa Traditional Authority area). Higher densities are also found at the rural nodal areas.

Specific location/spatial characteristics are evident that have shaped the spatial development of the Big 5-Hlabisa Municipality. These include:

- **Accessibility**

  The N2 is the main link between Durban, the KZN North Coast, Gauteng and Mpumalanga. It traverses the area on the west. The LSDI road to Mbazwana and Manguzi is the main access to the eastern portion of the municipality. Sandy soil conditions in Hluhluwe area particularly ward 04(Nibela) complicate access and many roads are not accessible during the rainy season.

- **Urban Edge**

  The delineation of an Urban Edge is crucial in achieving development principles as entrenched in the chapter 2 of the Spatial Planning Land Use Management Act, 16 of 2013. A proper enforcement of urban edge would help address the urban sprawl, the intensification of development and the integration of urban areas. The Urban Edge defines the zone within which the municipality will in future attempt to upgrade levels of development and infrastructure based on the availability of resources in the municipality.

  **The function of the Urban Edge is used to:**

  - Contain urban sprawl
  - Protect significant environments and resources
  - Re-orientate growth expectations
  - Density built environments
  - Restructure growth patterns
  - Rationalize service delivery area

The Urban Edge comprises the existing urban components of Hluhluwe and Hlabisa and their immediate surroundings. The main aim of the urban edge is to attain effective and efficient functionality of the town. This will be achieved by concentrating on areas that have potential for infill in relation to the existing settlements in order to achieve growth.
Hluhluwe urban edge is proposed to concentrate development within the mobility routes such as N2 and R22.

### iii. EXISTING NODES & CORRIDORS

The following nodal hierachy is proposed to be implemented in the Big 5 Hlabisa Municipality. The nodes and their functions are mentioned here whilst the proposed spatial development of the nodes are discussed as part of future land Uses.

## I. PRIMARY DEVELOPMENT NODES

The study also identified the following complex consisting of the following areas as the primary development nodes in the municipality:

**TABLE 4: PRIMARY NODAL DEVELOPMENT**

| Node | Nodal Development |
|---|---|
| **Hluhluwe** | The town of Hluhluwe remains the major development area (from an urban perspective) in the municipal area. The town is at the gateway to the LSDI road, close of the N2 and an existing service Centre to the commercial farming community. The town provides its catchment with a wider variety of social and administrative services as well as community facilities than the other urban nodes in the municipality. From a spatial development perspective, development in and around the town of Hluhluwe should focus on infill and densification, thereby ensuring the maximum use of infrastructure and services. It is also important that critical maintenance to the town's infrastructure is done to ensure it maintains its important development role. |
| **Hlabisa** | The main economic centre in the area. With a densely populated residential area on the southern and south easter parts of the Municipality.The following interventions/developments are envisaged within this node:<br>-Low Intensity Industrial development based on local manufacturing skills as proposed in the LED Strategy;<br>-Commercial Development; |

| | |
|---|---|
| | -Decentralization point for local adminitration of provincial and local government services;<br>-Higher order social and commercial services;<br>-Integration with major urban centres<br>-Housing development |

## II. SECONDARY DEVELOPMENT NODES/SERVICES CENTRES

The following areas were identified as secondary development nodes, based on the presence of large population densities, and servises delivered via the present of government departments. Thes localities have existing social infrastructure that consist of primarily of education facilities or clinics, which are unfortunalely not always linked to the Traditional Courts in the area.

**TABLE 5: SECONDARY NODAL DEVELOPMENT**

| Node | Nodal Development |
|---|---|
| **Mpembeni** | Mpembeni serves a large (but dispersed) community to the east of Hlabisa Town. This Node houses the Mpembeni Taditional Court situated there and therefore this node serves as the Seat of the Mpembeni Area. Subsequently this is a central and well placed area for the provision and distribution of social infrasturcture to the Mpembeni Community |
| **Ezibayeni** | Ezibayeni is the largest of the two nodes serving the eastern part of the Hlabisa Municipality. This note also houses the Traditional Office of the Mdletshe Traditional Council, and is cetrally situated to disseminate social services to the surrounding |
| **Makhasa** | The Makhasa Rural Node is the major economic (from a commercial and value adding perspective) and social node in the rural areas of the municipality. It is classified as such given its locality on the LSDI road and the fact that access to both the Nibela Peninsula and |

| | |
|---|---|
| | the Phinda Game Reserve is gained from it. There are already a number of developments in the node with a major sport stadium completed. There is also increasing pressure for the further development of the node as its economic and social role is recognized by the community and investors alike. As such, it is imperative that a framework for the development of the Makhasa Node be prepared in the short term to ensure the orderly (and sustainable) development of the node. |

## III. TERTIARY DEVELOPMENT NODES

Tertiary nodes are the second lowest order nodes which may develop a nucleus and emerge into higher order nodes over time. A range of services for local communities could be concentrated within these nodes in a sustainable way. In identifying suitable/optimal locations. These include, amonst other factors:

- Density and distributed of population to be served
- Level of existing economic activity
- Proximity of transport routes and modes of transport
- Topography of locality
- Land Tenure arrangements
- Level of service infrastructure
- The following nodes were identified as tertiary nodes:
- Ngebeza
- Nhlwathi
- Mthekwini
- Mganwini
- Rural Settlement Clusters

Rural Clusters are the lowest order nodes found within Big 5 Hlabisa Municipality. High level services cannot be provided cost-effectively within these areas and initiatives will be aimed at basic service delivery.

**TABLE 6: TERTIARY NODAL DEVELOPMENT**

| Node | Nodal Development |
|---|---|
| **Mnqobokazi** | The Mnqobokazi Rural Node is the minor economic (commercial and value adding) and social node in the municipality. ***It has similar characteristics to the Makhasa Node but does not have the same development pressure and extent***. It is also located along the LSDI road but is not at such an important intersection of the Makhasa Node. While the development of a framework for the node is also important it should follow the Makhasa node framework. As with the Makhasa Node, the node has a large catchment community that relies on the social services accessible at the node |
| **Nibela** | With regards to the nodal development of Nibela it is important to recognize that, ***although many people live in the area, the area is more isolated (in terms of access)*** **than the economic** and social nodes. However, the area **has *significant tourism development potential***. As such, the ***Nibela node is classified as a social and tourism node.*** The node has a definite role to provide social services to the community while it is likely that only limited economic activity would be sustainable in the node given its location. At present, a process is underway to investigate and propose delineation for the node along with land use management guidelines. |

The SDF for the municipality, as a forward planning document, is informed by a number of current trends as well as the municipal strategic focus areas. The strategic focus areas of the municipality that have an impact that can be affected and presented spatially are depicted hereunder:

- To create an enabling environment for effective service delivery
- To actively pursue social and economic development
- To maintain a strong environmental focus.

The SDF for Big 5 Hlabisa is based on land use and natural features (as well as existing community facilities), the transportation network and nodes, i.e. areas of development or investment. Future development proposals around these are informed by the strategic focus areas listed above

Land uses and natural features in and adjoining the municipal area that are significant from a spatial development perspective are the Greater St Lucia Wetland Park, Private Game Reserves. The population density map shows that the areas listed above have very low population densities as well. The distribution of community facilities (namely schools and clinics) clearly follows the areas of highest population density and is not located in these areas of environmental significance. From a spatial development perspective these areas are protected by way of an Interface Area that buffers the areas of environmental significance from extensive development intrusion. Rather, limited agriculture and eco-tourism is suggested to be undertaken in these interface areas.

With regard to the Transportation Network the SDF does not indicate corridors but rather transport routes with a distinction between the types of transport network. Thus, there is caution not to identify corridors that may be perceived to be promoting ribbon development. The following type of transport routes are identified in the SDF

- The N2 and the LSDI Road are national roads. They present the municipal area with development potential in that they provide access to areas with development potential by way of other non-national roads that intersect with them. Access off these roads is not readily attained /permissible. The N2 in particular (and the LSDI road to a smaller degree) carries larger volumes of traffic than the other roads through the municipal area at higher traveling speeds. As such, the N2 and the LSDI are classified in terms of the SDF as Main Transport Routes. Importantly, these routes have limitations on the distance (not only access) of development from them by way of road building lines. These have to be abided by for safety purposes and the fact the infrastructure services are in the road reserve of the LSDI road in particular.

**There are a number of Tourism Routes identified in the SDF as well.**

- The first one is the P466. It primarily provides access to the various private game reserves located in the northern portion of the municipal area between the N2 and the LSDI road.

This area described above is referred to as a "Management Area" in the draft rural LUMS. A variety of tourism and recreational related activities take place in this area that need to be managed in terms of the appropriate legislation.

- The R22 route is a gateway route for Hluhluwe and a tourism corridor

- Secondly, the route from Hluhluwe in a westerly direction, across the N2, towards the northern entrance of the Hluhluwe Umfolozi Game Reserve is proposed as a tourism route in the SDF. A portion of this route is the entrance into Hluhluwe town from the N2.

- The circular route that provides access to the False Bay and numerous private resorts to the west of Lake St Lucia is also a very important tourism route in the SDF.

- A further route that is considered to be a tourism route is the route that provides access from Makhasa to Nibela (in a south easterly direction) and towards Mnqobokazi in the north. It is the proximity of the area that is served by this route to Lake St Lucia and the Greater St Lucia Wetland Park that has contributed to is proposed tourism route status. The area referred to has inherent tourism potential.
- Access to the various private game reserves is also gained from Makhasa in a westerly direction as shown on the SDF map as well.

### iv. ROADS AND CORRIDORS

With regard to the Transportation Network the SDF does not indicate corridors but rather transport routes with a distinction between the types of transport network. Thus, there is caution not to identify corridors that may be perceived to be promoting ribbon development. The following type of transport routes are identified in the SDF

The N2 and the LSDI Road are national roads. They present the municipal area with development potential in that they provide access to areas with development potential by way of other non-national roads that intersect with them. Access off these roads is not readily attained /permissible. The N2 in particular (and the LSDI road to a smaller degree) carries larger volumes of traffic than the other roads through the municipal area at higher traveling speeds. As such, the N2 and the LSDI are classified in terms of the SDF as Main Transport Routes. Importantly, these routes have limitations on the distance (not only access) of development from them by way of road building lines. These have to be abided by for safety purposes and the fact the infrastructure services are in the road reserve of the LSDI road in particular.

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- Access to the various private game reserves is also gained from Makhasa in a westerly direction as shown on the SDF map as well.

### v. BROAD LAND USES

A draft Land Use Management Framework Plan that also serves as the Rural Town Planning Scheme for the municipality, has been prepared that proposes the following zones.

- Agriculture
- Education
- Medium Impact Mixed Use
- Management Area
- Traditional Settlement

- Existing and future movement corridors
- Existing Railways
- National Parks and Equivalent Reserves
- Communications Towers

**The following comments should be noted:**

- The extent of the Hluhluwe Town Planning Scheme area is indicated as a town planning scheme area and has its own zonings and land development controls.
- The Management Area is defined and has its own policy statements and recommended land management controls.

- In each of the three Traditional Authority Areas, the municipality has identified the need for rural housing development which is progress. Communities have been provided with access to housing and the current and future projects are underway. Department of Human Settlement is in the process of initiating rural housing projects. These projects will include the preparation of settlement plans that will, once completed, become formal zoning plans that form part of the Municipal LUMS.

The following descriptions for the rural zones referred to on the previous page are expanded upon hereunder out of the draft Land Use Management Framework Plan:

| ZONE | DESCRIPTION |
|---|---|
| **Agriculture** | The primary purpose of this zone is to protect land agricultural land within the greater municipal area. The zone is to ensure that agricultural land is utilized in accordance with national legislation and regional policy guidelines related to sustainable development, agricultural production and natural resources. |
| **Existing Roads** | This zone shows the major existing roads that have structured and affect land use patterns in Hluhluwe. |
| **Existing Railway** | Shows the existing railway and other structural features of the municipality. |

| ZONE | DESCRIPTION |
|---|---|
| | |
| **Management Area** | This zone is in close proximity to the town of Hluhluwe and is located between the Mzinene River to the west and north and the Greater St Lucia Wetland Park (GSLWP), a World Heritage Site to the east. This area is designated as 'Mixed Use Tourism' in the IDP and has had numerous development inquiries and applications for residential and holiday accommodation.<br>• The intention of this zone is firstly, to prevent urban sprawl, secondly to carefully assess the potential impact of any proposed development on this land adjoining the GSLWP, a World Heritage Site, and thirdly to try to ensure a range of tourist accommodation for all income groups. Assessing the economic potential of development in any area is difficult especially if those doing the assessing are carrying no commercial risk. For this reason, the controls have been designed to ensure that the environmental impact of proposed developments remains a priority in assessing proposals in this zone.<br>• To avoid the creation of high land values that result from identifying nodes for development of agricultural land each development application must be subject to an environmental scoping report subject to a Record of Decision from the Department of Agriculture and Environmental Affairs before development can be approved.<br>• The area has been intensively subdivided over the years and includes many subdivisions less than 10Ha in extent. The intention is to limit development in this area to low density developments that will provide accommodation and options for eco-tourism ventures but preserve the sense of place.<br>• The agricultural suitability of land in this zone is rated as moderate and the vegetation of this bio-resource group in this area is sandy bush and palm veld with extensive farming (Bio-resource Program KZN).<br>• It is also recommended that the high capital costs of developing tourist accommodation be investigated with a view to developing a government assisted loan policy to assist the development of tourist oriented accommodation. |

| ZONE | DESCRIPTION |
|---|---|
| **Medium Impact Mixed Use** | This zone is to encourage the development of a central business district in the SERC's in Makhasa and Mnqobokazi and the Opportunity Node in Nibela. All development required in urban areas that serve the adjoining rural areas is encouraged to locate in these mixed use areas so that in the future it will ultimately be possible for the authorities in the area to service them on a sustainable basis.<br><br>• For the reasons outlined earlier discussions held with the Traditional Authorities, to develop acceptable methods of incorporating them into existing land management procedures and the proposed LUMS, were not successful. It is suggested that negotiations between the councilors and the Traditional Authorities be commenced as soon as possible. There is a need to establish a mutually agreed administrative mechanism in the short term to ensure that changing land use information from the Traditional Areas, whether authorized in terms of development legislation or not, is included in the land use information database of the municipality.<br><br>• This mechanism could ensure that land use allocations and changes made in the Traditional Areas are passed on to the municipality. This would ensure that the actual ongoing land uses in these areas can be recorded the municipality's land use information database even though the formal legal processes for integrating land allocation procedures in the Traditional Areas have not yet been established. This information will be extremely valuable to all authorities involved in development and can only improve future land development decisions. It is not suggested that any laws be flouted by any authorities and applications of any uses requiring approval from government authorities must be made. |
| **National Parks and Equivalent Reserves** | This zone recognizes all existing Game Parks in the municipal area. The parks are all managed by competent public or private authorities and have controlled public access. |

| ZONE | DESCRIPTION |
|---|---|
| **Education** | The location of the existing schools throughout the rural areas of Big 5 Hlabisa are shown where the scale of the LUMFP permits. |
| **Communication Towers** | The position of telecommunication towers are indicated on the LUMFP. |

**Land Ownership**

Land Ownership within Big 5 Hlabisa can be summarized as follows:

### I. PRIVATELY OWNED

Majority of the land is privately owned, followed by state. There are quite a number of farms in Hluhluwe (ward 05) and ward 01, 03, 02 and 04 are under Ingonyama Trust Board (ITB) posing a threat to the municipality as regulating development within such area becomes a challenge since the inception of Planning Development Act (PDA)

### II. COMMERCIAL LAND

Land ownership is divided into Full tenure and some sectional title in the Hluhluwe town, Phumlani Township and the commercial farm and private conservation areas. These areas comprise of approximately 45% of the total land area under the administration of the Big 5 Hlabisa Municipality and offer the possibility of a larger variety of tenure options.

### III. TRADITIONAL AUTHORITY LAND

The 6 Traditional Authority Areas in the rural wards are all under the Administration of the Ingonyama trust board and tenure options are limited to PTO's for residential developments on short and long term leases for all other types of development. The latter comprises approximately 55% of the land mass

### IV. LAND REFORM

Agriculture and tourism are the foundation of the municipal economy. However, the vast majority of people in the municipality do not benefit from activity in these sectors and those who do are merely employees in these sectors. In order to achieve real economic transformation, the sensitive issues of land reform and specifically land redistribution will have to be addressed. There is a Land Restitution claim over farms in Ward 2 and 5.

## V. LAND CLAIMS

A total of three claim areas in Hluhluwe have been identified. It is noted that all the three areas have been stated as settled areas by the Department of Rural Development and Land Reform (DRDLR). It is hoped that with the recently reviewed legislation will help in resolving some of the land claims. The table below specifies the land claims in details as follows:

**TABLE 7: LAND CLAIMS WITHIN BIG 5 HLABISA LM**

| Claim Name | Park Name | Property Description | Ha | Status | Settlement date | Land Transfer | Challenges | Action to be taken |
|---|---|---|---|---|---|---|---|---|
| False Bay | Isimangaliso Wetland Park(IWP) | | 2213 | Settled | 2007 | No | - No Title Deed,<br>- Un-surveyed state land.<br>- Demand for approved grants as part of the settlement agreement | 1. Procure Survey services.<br>2. Engage beneficiaries regarding new grants approach. |
| Makhasa | (IWP) | A portion of the Remainder of the farm Katema-Nedersetting No. 14250 | 3323 | Settled | 2007 | No | 1. No Title Deed, unsurvey state land. 2. Demand for approved grants as part of the settlement agreement | 1. Procure Survey services. 2. Engage beneficiaries regarding new grants approach. |
| Mnqobokazi | (IWP) | Portion of Remainder of the farm Katema- | 9123 | Settled | 2007 | No | 1. No Title Deed, unsurvey state land. 2. Demand for | 1. Procure Survey services. 2. Engage beneficiaries |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | Nedersetting No. 14250 Portion 23 of the farm Katema-Nedersetting No. 14250 | | | | | approved grants as part of the settlement agreement | regarding new grants approach. |

### vi. LAND CAPABILITY

The land Capability of an area is ultimately what informs a sustainable Spatial Development Framework and the following needs to be taken into account

- Balance between urban and rural land development.
- Urban and rural areas should be developed in support of each other.
- The discouragement of urban sprawl by encouraging settlement on serviced land within existing nodes.
- The direction of new development towards logical infill areas.
- Rural settlements should be developed to an acceptable standard of services and infrastructure.
- Compact urban form is desirable.
- Development should integrate social, economic, institutional and environmental aspects.
- Sensitive, vulnerable, highly dynamic or stressed ecosystems require specific attention in management and planning procedures, especially where they are subject to significant human resource usage and development pressure.
- Development should be within limited resources (financial, institutional and physical).
- Stimulate and reinforce cross boundary linkages, i.e. between the Municipality, conservation areas and the Greater St Lucia Wetland Park.
- A Spatial Development Framework (SDF) should indicate areas where strategic intervention is required and should act as marketing tool to indicate where development can be promoted.

## c. ENVIRONMENTAL ANALYSIS

### i. INTRODUCTION

The purpose of the environmental analysis is to ensure that municipal development strategies and projects take existing environmental problems and threats into consideration as well as environmental assets that require protection or controlled management.

While the principal duty of a municipality is to govern the affairs of that municipality in accordance with the Constitution and relevant legislation, especially the Structures Act and the Systems Act; the environmental right contained in the Bill of Rights imposes another important duty on municipalities. As such municipalities play a fundamental role in the protection of the environment. In fact, they are obliged to ensure that the environment is protected for present and future generations.

The National Environmental Management Act (Act 107 of 1998), or otherwise referred to as NEMA, together with The Environmental Conservation Act (Act 73 of 1989), promote Integrated Environmental Management (IEM) in South Africa in order to promote and support sustainable development.

The Big 5 Hlabisa municipality (KZ276) is one of the three coastal municipalities in uMkhanyakude District, and as such sharing its borders with the iSimangaliso Wetlands Park world heritage site. The municipality district is characterised by its game reserves, both private and state owned, marine protected areas and natural forests.

## ii. BIOPHYSICAL ENVIRONMENT

The biophysical environment is regarded as the biotic and abiotic components of the natural environment, and their interrelationship with each other

### I. CLIMATE

The Big 5 Hlabisa falls within the humid subtropical region. A summary of the climatic conditions measured at the Hluhluwe - Glenpark [28°8'S, 32°17'E] weather station is as follows:

- Highest total rainfall = 190.0 mm - January 2011;
- Lowest total rainfall = 36.6 mm - January 2008;
- Highest temperature = 32 ºC - March 2011; and
- Minimum temperature = 10.3 ºC - June 2011.

### II. HYDROLOGY

#### 1. MAJOR WATERCOURSES AND WETLANDS

The Big 5 Hlabisa LM has a relatively flatter topography. There is a combination of perennial and non-perenial river systems. The municipality are is drained by the Mzinene River, which flows into iSimangaliso Wetland Park to eventually drain into the Indian Ocean. The Hluhluwe River (a perennial system) drains eastward toward iSimangaliso Wetland Park.

There is also the Mfolozi River (forming the southern boundary of the municipal area) and the Nyalazi River (draining the central area), which also forms the eastern boundary of the area. The Nyalazi River drains northwards toward iSimangaliso Wetland Park. This municipal area is also rich in wetland habitat units, including floodplain and pan-type wetland habitat units.

### 2. ECOLOGICAL STATUS OF THE MAJOR RIVERS

Monitoring as part of the River Health Programme (RHP) within the UKDM is seemingly lacking as only relatively few monitoring points are routinely surveyed. This is partly due to inaccessibility and rurality of many of the watercourses, lack of personnel and resources to undertake regular monitoring or to expand on the monitoring schemes to incorporate more sites.

Of the eleven (11) monitoring sites within or associated with the uMkhanyakude District; three (3) are along the Mkuze River, Mzinene River, Hluhluwe River and 2 along the Mfolozi River. Indeed, it is reported that not enough data are available to produce either a technical report or a State of Rivers report on the ecological state of the rivers in the Usutu to Mhlatuze WMA (DWA, 2007). This would include the rivers within the Big 5 Hlabisa.

The Big 5 Hlabisa LM is regarded as a major source of fresh water in the region. In recent years, declining quantity of fresh water is observed in the rivers and streams of the municipality as is the case generally in the country. Catchment management objectives and agencies are inactive in the municipality. Given that South Africa is water stressed country, the water resources (including riparian zones, river banks, vegetation conservation etc.) within the municipality has to be effectively managed. Studies show that the water demand within the Umfolozi catchment within which the Hlabisa LM falls by far exceeds the available supply.

Substantial reaches and catchments of many of the major rivers are incorporated within formally protected areas and therefore have a high conservation status. This has largely allowed for the major rivers to have retained overall ecological integrity and functionality. A major ecological driving force of the larger rivers is erosion within the catchment areas – especially within the catchments that support tribal lands utilised for livestock grazing and subsistence agriculture. Soil erosion within these areas is of major significance to the watercourses within the region, leading to sedimentation and consequential smothering of aquatic habitat.

Overburdened rivers deposit these silts and sediments within the estuaries and coastal lagoons, which impacts the estuarine ecological integrity by unnatural closure of the estuarine mouth into the ocean. This inhibits interaction of the rivers within the oceans, which impacts on biodiversity at the regional scale because of the lack of migrational movement of aquatic biota.

Upper Mfolozi River catchment suffers from faecal and nutrient (Vryheid and nearby informal settlement areas) and the Black Mfolozi suffers elevated sulphate levels due to mining activities within the catchment areas (Mosai, 2004), but these seem to not pose a risk to the Mfolozi River within the Big 5 Hlabisa. The lower Mfolozi River is reportedly highly impacted through sugarcane farming that has largely transformed riparian zones and coastal swamplands. The PES of the lower Mfolozi River should then also rather reflect a Class C PES (DWA, 2002). Water quality assessments (DWA, 2012) indicate that the Mfolozi River has

a general increased sulphate, phosphate and chloride content between the periods of 2006 to 2008. These water constituents are indicative of impacts emanating from the mining, agricultural and urban sectors.

**TABLE 8: PES OF MAJOR RIVERS IN BIG 5 HALBISA LM**

| WMA | Major rivers | PES | River type |
|---|---|---|---|
| W31K | Mduna River | A | Non perennial |
| W32C | Mhlosinga River | A | Non perennial |
| W32C | Mzinene River | A | Non perennial |
| W32C | Ngweni River | A | Non perennial |
| W32C | Mzinene River | A | Non perennial |
| W32D | Wela River | B | Perennial |
| W32E | Nzimane River | B | Perennial |
| W23A | Mfolozi River | A | Perennial |
| W32G | Nyalazi River | B | Perennial |
| W31K | Mduna River | A | Non perennial |

## 3. FACTORS DRIVING THE ECOLOGICAL INTEGRITY OF RIVERS AND WETLANDS

### A) SOCIO-ECONOMIC FACTORS:

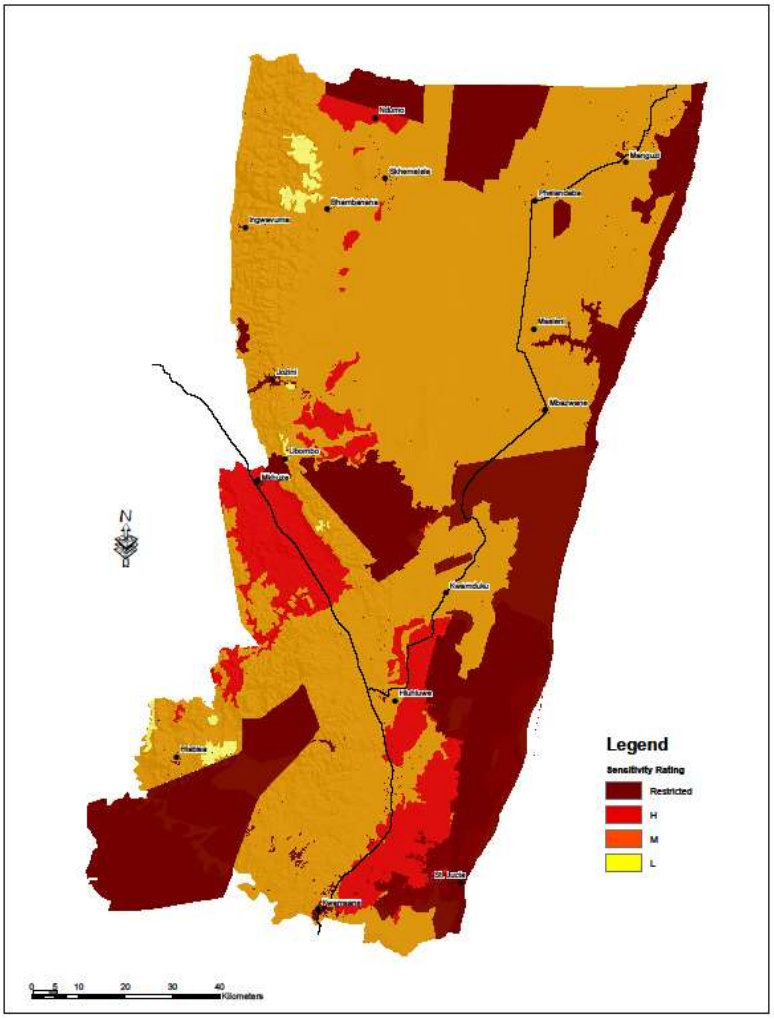
The natural resources most profoundly impacted are surface waters (for consumption, basic domestic use (washing, bathing, etc.), irrigation of subsistence crops, watering of subsistence livestock herds, etc.). Further to this, watercourses are also utilised for waste disposal (solid wastes, urban and domestic refuse) as well as water-borne waste disposal (sewerage and industrial effluents).

As the rural areas are transformed to a more urban setting, these impacts are exacerbated by the increase in population densities surrounding the water resources. Basic service delivery is very often inadequately provided (which is the case for most of the more populated areas within the UKDM) and therefore dependency on the water resources grows together with the impacts associated with high population densities. This is mostly through sewerage contamination of the watercourses. Coupled to the direct dependency on the surface waters as a resource, the catchment areas also suffer impacts through vegetation clearing for subsistence agriculture, grazing of livestock and clearing of areas to make provision of housing.

These are impacts within the catchment areas that also have profound impacts on the surface waters as a resource as well as the ecological integrity of the surface waters as a habitat unit. The locality of the watercourses within the topographical profiles (the bottom of valleys, etc.) usually means that the watercourses receive the runoff from the entire catchment. The overall ecological health of an aquatic or wetland system can therefore be a reflection of the overall health of the catchment area.

The uMkhanyakude District as a whole faces increasing levels of disaster risk. It is exposed to a wide range of natural hazards, including severe storms that can trigger widespread hardship and devastation. This could lead to flooding of storm water management systems, overflowing of sewerage disposal systems and flooding of waste disposal systems. Flooding and overtopping of these mechanisms will lead to dangerous effluents and leachates entering the aquatic and wetland habitats through storm water runoff.

## FIGURE 5: DC 27 ENVIRONMENTAL SENSITIVITY MAP



### iii. CLIMATE CHANGE

Climate change concern is not for Big 5 Hlabisa Municipality only, but it is a global. National, Provincial and local government concern. Development Intervention needs consider changes in climate. The development is sustainable if it considers issues of development without compromising future development of the area that will be realized if social, economic and environmental issues inform development of the area. The SDF articulate the pattern that must be followed in developing the municipal space.

**Climate change** pose challenges, the municipality will develop alternative energy source which will further promote the use of alternative energy including renewable energy technologies furthermore the municipality will ensure the following:

- Ensures the municipality's preparedness to climate change risks
- Develop Climate Change Strategy and implementation plan
- Operated waste disposal site according to legal requirements
- Control illegal dumping and eradicate dumping hotspots
- Development of Integrated Waste Management Plan (IWMP)

The climate change further impacts on disaster management risk and it has been realized that Big 5 Hlabisa experience the following disasters:

- Hydro-meteorological Hazards - Severe Storms (Lightning)
- Hydro-meteorological Hazards – Extremely Hot Temperatures
- Hydro-meteorological – Drought

In response to disaster management risks posed by Climate Change the municipality has developed a Disaster Management Plan which is currently at a draft stage

**FIGURE 6: BIODIVERSITY SUMMARY OF FORMERLY BIG FIVE FALSE BAY LM**

| BIODIVERSITY SUMMARY FOR FORMERLY THE BIG FIVE FALSE BAY LM | | | | |
|---|---|---|---|---|
| **TRANSFORMATION** | **TERRESTRIAL ECOSYSTEM** | | | |
| Areas remaining natural - 73723.8ha (69.5%) | **Biomes** | | **Threatened Terrestrial Ecosystems** | |
| Areas where no natural habitats remain - 32362ha (30.5%) | Indian Ocean Coastal Belt | 42892ha (40.43%) | *Critically Endangered (CR)* | |
| **PROTECTED AREAS** | Savanna | 63188.5ha (59.57%) | N/A | |
| ▪ iSimangaliso Wetland Park, Makasa Nature Reserve<br>▪ Kosi Bay System | **Vegetation Types** | | *Endangered (EN)* | |
| **FRESHWATER ECOSYSTEM** | Freshwater Lakes | 53.9ha (0.05%) | N/A | |
| **Water Management Area** | Lowveld Riverine Forest | 564ha (0.53%) | *Vulnerable (VU)* | |
| USUTU TO MHLATHUZE - 106080.3ha (100%) | Makatini Clay Thicket | 999.1ha (0.94%) | Black Rhino Range - KZN 41 | 32236.5ha (30.39%) |
| **Rivers** | Maputaland Coastal Belt | 38270.3ha (36.08%) | Eastern Scarp Forest - FOz V1 | 5.4ha (0.01%) |
| Msunduzi, Mkuze, Mzinene, Hluhluwe | Northern Zululand Sourveld | 1065.9ha (1%) | Lowveld Riverine Forest - FOa 1 | 155.2ha (0.15%) |
| **Wetlands** | Sand Forest | 2742.2ha (2.59%) | | |
| 735 covering 5758.2ha (5.4%) | Scarp Forest | 4.7ha (0%) | | |
| **COASTAL & INSHORE MARINE SYSTEM** | Southern Lebombo Bushveld | 7776ha (7.33%) | | |
| N/A | Subtropical Coastal Lagoons | 1ha (0%) | | |

| | |
|---|---|
| Subtropical Freshwater Wetlands | 1650.7ha (1.56%) |
| Subtropical Salt Pans | 360.2ha (0.34%) |
| Tembe Sandy Bushveld | 4906ha (4.62%) |
| Western Maputaland Clay Bushveld | 11879.9ha (11.2%) |
| Zululand Lowveld | 35806.3ha (33.75%) |

| BIODIVERSITY SUMMARY OF FOMERLY HLABISA LM | | | | |
|---|---|---|---|---|
| **TRANSFORMATION** | **TERRESTRIAL ECOSYSTEM** | | | |
| Areas remaining natural - 100597ha (71%) | **Biomes** | | **Threatened Terrestrial Ecosystems** | |
| Areas where no natural habitats remain - 41130.4ha (29%) | Indian Ocean Coastal Belt | 11166.1ha (7.88%) | *Critically Endangered (CR)* | |
| **PROTECTED AREAS** | Savanna | 130562.3ha (92.12%) | N/A | |
| ▪ Corridor Game Reserve, iSimangaliso Wetland Park, Hluhluwe Game Reserve, Imfolozi Game Reserve<br>▪ St Lucia System | **Vegetation Types** | | *Endangered (EN)* | |
| | Freshwater Lakes | 179.6ha (0.13%) | Hlabisa Forest Complex - FOR 2 | 579.7ha (0.41%) |
| **FRESHWATER ECOSYSTEM** | Lowveld Riverine Forest | 44ha (0.03%) | KwaZulu-Natal Coastal Forest - FOz VII1 | 1.3ha (0%) |
| **Water Management Area** | Maputaland Coastal Belt | 10073.7ha (7.11%) | *Vulnerable (VU)* | |
| USUTU TO MHLATHUZE - 141723.9ha (100%) | Northern Coastal Forest | 3ha (0%) | Black Rhino Range - KZN 41 | 4399ha (3.1%) |
| **Rivers** | Northern Zululand Sourveld | 30862.8ha (21.78%) | Eastern Scarp Forest - FOz V1 | 1590.4ha (1.12%) |
| Mfolozi, Mzinene, Hluhluwe, Nyalazi, Nzimane, Wela, Mona | Sand Forest | 73.5ha (0.05%) | Hluhluwe Scarp Forest - KZN 58 | 208.6ha (0.15%) |
| **Wetlands** | Scarp Forest | 2325.7ha (1.64%) | | |
| 322 covering 2185.7ha (1.5%) | Subtropical Coastal Lagoons | 32.8ha (0.02%) | | |
| **COASTAL & INSHORE MARINE SYSTEM** | Subtropical Freshwater Wetlands | 1055.7ha (0.74%) | | |
| N/A | Western Maputaland Clay Bushveld | 16.6ha (0.01%) | | |

| | |
|---|---|
| Zululand Coastal Thornveld | 19096.2ha (13.47%) |
| Zululand Lowveld | 77964.7ha (55.01%) |

## iv. WASTE MANAGEMENT ANALYSIS

### LANDFILL SITES

Big 5 Hlabisa LM has inherited 2 waste disposal site from the previous Hlabisa and The Big 5 Hlabisa municipality These 2 sites are located in 2 main towns within the municipality, i.e. Hlabisa and Hluhluwe town. Both sites are illegal, with only the Hluhluwe site having been license for closure (not immediate closure).

The status of the Big Five Hlabisa sites is indicated in the table below:

| Name of Facility | Status | Licence NR | Capacity of site | Available airspace |
|---|---|---|---|---|
| Hlabisa Waste Disposal | Operational | Not Licensed | 2400 | 6.45yrs |
| Hluhluwe Waste Disposal | Closed | Licensed for closure | 4000 | 6.47yrs |
| | | | | |

### A) HLABISA WASTE DISPOSAL SITE

Hlabisa Landfill site is situated to the west of the town of Hlabisa. The dimensions are approximately 60m X 20m. The Site is not fenced. The Municipality is the owner and operator of the site. There is not appointed person on the site and the public is not charged to dispose of their waste there. Domestic collection is done by means of a tractor/trailer combination, being a Ford 5640 and a 7m3. The tractor is old but still in a serviceable condition. Waste is disposed of on-site and then burned by municipal workers when necessary. The waste is not covered at all with soil or an acceptable alternative in accordance with the minimum requirements set out by DWAF. No recycling is done on site although the mainstream of the waste is domestic with a lot of glass and metal products suitable for recycling. The approximate life-span of the site is at least for another six years as the volumes are very low and burning minimizes the bulk of the volume.



## B) HLUHLUWE WASTE DISPOSAL

Hluhluwe Landfill Site is situated to the East of the town of Hluhluwe, approximately two kilometers out of town. The dimensions are approximately 100m x 50m. The site is not fenced. The public is not charged to dispose of their waste there. Domestic collection is done by means of a tractor/trailer combination, being a Ford 3000/5000 and a 7m3 trailer. The tractor is in a poor condition and needs urgent servicing.

Residents are expected to drop off their own garden refuse. Waste is disposed of on-site and burned when the need arises. There is no control of the waste types that enter the site, which is eminent by the large volume of hazardous asbestos fibres found on site. Waste is also not covered in accordance with the minimum requirements. No recycling is done on site although there is a lot of glass and metal products suitable for recycling. There is however a small community that makes a subsistence living from the landfill and they have settled to the North Western side of the site. The approximate life-span of the site is for another 5-8 years as this site is quite old and there is not much room left for expansion. A recycling centre would extend the life-span considerably due to the mainstream of the waste being glass, plastic and metal products from guesthouses and local homes. The site has been licensed for closure, and should be closed in 10 years.




### v. DISTRICT-WIDE WASTE DISPOSAL SITE COMPLIANT CHECK

On a quarterly basis the uMkhanyakude Environmental Management Unit conduct a waste disposal site compliant check exercise on all waste disposal sites within the District. This to determine the level of improvement within which municipalities manage their waste disposal sites. Since almost all waste disposal sites are illegal, there is poor compliant with most of the checklist indicators.

The waste disposal compliant check for Hlabisa Waste Disposal sites is further highlighted in the table below

| UMKHANYAKUDE DISTRICT-WIDE WASTE DISPOSAL SITES COMPLIANT CHECK | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Indicators>>>>>** | **Licence** | **Operating Plan** | **Access** | **Register** | **Access control** | **Liner** | **Controlled** | **Cover** | **Equipment** | **Personnel** | **Leachate** | **Stormwater** | **Groundwater** | **Audits** | **Nuisance** | **Monzitoring** | **Waste** | **Recycling** |
| **Name of the Site** | | | | | | | | | | | | | | | | | | |
| Hlabisa Waste Disposal site | | | | | | | | | | | | | | | | | | |
| Hluhluwe Waste Disposal Site | | | | | | | | | | | | | | | | | | |

| **LEGEND:** | |
|---|---|
| | **Fully-compliant** |
| | **Partially compliant, but not a significant detrimental impact** |
| | **Not compliant and/or significant detrimental impact** |

| | |
|---|---|
| | **Licensed for closure** |
| | **Currently being licensed** |

## A) RECYCLING, REUSE, RECOVERY AND

## B) WASTE MINIMIZATION INITIATIVES

The municipality does not have any recycling policy for either its municipal staff nor for the municipality as a whole. Domestic waste at all the landfill sites was observed to contain large amounts of recyclable material despite the recycling activities. This included plastics and paper grades. General waste at households was observed to contain a large amount of recyclable material. This included plastic and paper grades. There are no accurate records of the quantities of waste generated in different areas of the municipality. It is therefore not possible to set recycling, reuse, recovery and minimization targets.

There are however initiatives by private individuals (recyclers). These ccollect selective recyclable waste material in Hluhluwe and Hlabisa towns for recycling purposes. It should be noted that given the population number, the volume of waste generated, The Big 5 Hlabisa Municipality town should consider establishing a buy-back centre instead of a landfill site.

### C) ILLEGAL DUMPING

Hlabisa town is one of the cleanest towns in uMkhanyakude. The opposite can be said of the Hluhluwe town. As it is the case with other towns, illegal dumping is rife at Hluhluwe town. The indiscriminate disposal at the Hluhluwe waste disposal aggravate the problem. During windy days, waste gets blown away from the waste disposal site into the adjacent Phumulani Village and even as far as the town. Almost every street corner in the Phumulani village has a dumping spot.


HLABISA ILLEGAL DUMPING SURVEY
N
W
E
S
Hlabisa Temp Landfill site
0 70 140 280 420 560
Meters
Legend
Hlabisa Illegal Dump Site
Provincial_Routes
Hlab_Streets

## vi. MUNICIPAL ENVIRONMENTAL CAPACITY ANALYSIS

### 1. ENVIRONMENTAL GOVERNANCE

The prioritization and consideration of environmental management issues in a municipality depend on a functional environmental governance structure. In the absence of a functional structure the likelihood is that environmental management issues would not be taken into consideration, and in some cases the end result would be absence of environmental management policies/plans. In cases where there are some environmental management policies/plans; the absence of a functional environmental management unit and a dedicated environmental management official would most likely result in lack of integration of such a plan into municipal planning processes (the IDP) which in turn leads to poor or non-implementation of the plan.

### 2. HUMAN RESOURCE CAPACITY

The Big Five Hlabisa Municipality has a semi-functional Environmental Management Unit. Semi-functional in a sense that a unit exists in terms of the municipal organogram, but it is not fully-occupied in terms of human resources. An Environmental Management Officer post was filled. There is also a Waste Management Officer, however that official is not within the Environmental Management Unit. They belong to Planning Section

### 3. ENVIRONMENTAL PLANNING TOOLS: INTEGRATED WASTE MANAGEMENT PLAN

The municipality is new and as such, does not have any environmental management tools. There is no IWMP nor Waste By-Laws in place. The municipality has however started with the process of developing its IWMP. The terms of References for the appointment of the service provider have been developed and submitted to the relevant portfolio for recommendation.

## vii. AGRICULTURE

The Big 5 Hlabisa municipality area consists of moderate to high agriculture potential land and is rich in terms of natural resources. However, due to bad land use practice which include overgrazing that lead to

deforestation, the municipality has not been able to utilize natural advantage to its maximum. As a result, soil erosion is evident in a number of areas. This is more prevalent in areas or tribal areas where most of people keep livestock and do not stick to accepted grazing capacity. Therefore, it is important to develop strategies that will mitigate negative impact on the use of natural resources.

With its 2 main towns (Hluhluwe and Hlabisa), the majority of the Big 5 Hlabisa LM population are rural dwellers, and many households rely at least partially on subsistence agriculture to meet some of their food requirements. Big 5 Hlabisa has the combination of both subsistence and commercial agriculture. Subsistence agriculture is the most wide-spread in the old Hlabisa municipality side, covering most of the area. In the then Big 5 False Bay municipality, there are large areas under commercial and subsistence agriculture around Hluhluwe.

The area with the highest agricultural potential is the Nibela Tribal Authority (TA) area (ward 04) and the commercial farm areas. The rainfall drops from the East (coastal) to the west (inland). Improved agriculture production can be remedied by the introduction of sound agricultural management and irrigation. Soil conditions and climate culminates to create the perfect conditions for pineapple production, and the Hluhluwe' area has distinguished itself in producing 98% of table pineapples in the country. Queen and Cayan pineapples are in huge demand for the fresh fruit market. It is however a concern that processing locally be prioritized to boost the local economy. Further interventions are investigated as to how processing of pineapples can be further developed within the area.

One of the greatest difficulties in considering the impact of climate change on agriculture is that crop and vegetation responses to change have been projected to be highly localized. For the majority of cultivated land, the most likely best-case scenario is that small reductions in yield will occur.

The most recent climate projections for the country suggest that rain-fed agriculture in UMkhanyakude is likely to be negatively affected due to lower annual rainfall, higher temperatures, increased hydrological risk, increased rainfall variability, drying of top soils, less water in the soil for plants, and increased irrigation requirements. Such a change may have serious implications for food security and livelihoods locally, and, nationally.

### viii. ALIEN INVASIVE SPECIES

Some of the environmental issues caused by the invasive alien plants in UMkhanyakude include:

- Impacts food security because they compete with crops;
- They decrease grazing capacity;
- Livestock poisoning: e.g. lantana; and
- Alien plants Increases intensity of fires.

Some work is taking place regarding alien plant control in the district for example programmes by DAEA, EKZNW, iSimangaliso Wetland Park and DWA. Over 40 species of alien vegetation with various levels of abundance have been identifies within the uMkhanyakude District; and the following invasive alien species are found within the Big 5 Hlabisa municipal area:

- Chromoleana odorata,
- Lantana camara,
- Opuntia ficus-indica,
- Melia azedarach,
- Psidium guajava,
- Solanum mauritianum and
- Ceasalpinnia decapetala.

The species are considered to constitute an immediate threat to the ecology of the Big 5 Hlabisa municipal area.

**TABLE 9: ENVIRONMENTAL/SPATIAL SWOT ANALYSIS FOR BIG 5 HLABISA LM**

| STRENGTHS | WEAKNESSES | OPPORTUNITIES | THREATHS |
|---|---|---|---|
| • **Land & Environmental Diversity**<br>• **Availability of Development Planning Shared Service (DPSS)**<br>• **Internal Resources**<br>• **Vast Local and indigenous knowledge on environmental matters, conservation and preservation** | • Lack of SEA and EMP<br>• Lack of Enforcement capacity (human, Skills, policies and financial) (Spatial And Environmental)<br>• Lack of Planning & Environmental compliance knowledge among community<br>• Lack of Functional GIS Unit<br>• Environmental Sensitivity | • Revenue enhancement: Planning applications & building plans can generate income<br>• Increased interest from private sector in Development opportunities<br>• Alternative Energy opportunities<br>• Large portions of land in Municipal ownership available for subdivision and disposal/ Development. Funding<br>• Biodiversity | • Environmental degeneration of unregistered Waste management Site (rehabilitation & development of new site)<br>• Threat of irregular Water & Electricity supply on Development & Investment Planning<br>• Increased poaching and environmental destruction places municipality and district in a negative light nationally and internationally, affecting investment. Potential Environmental Hazards |

| | | | |
|---|---|---|---|
| | | | |

### ix. DISASTER MANAGEMENT

#### 2.4.9.1 STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY

A. **Status of Municipal Disaster Management Centre**

Big5 Hlabisa Local Municipality does not have a Disaster Management Centre (building) however there is a Disaster unit that is accommodated in park homes. The unit is divided into two (2), there is one in Hlabisa and one in Hluhluwe Town, with one Disaster Officer per town. The unit is operational with locomotion and Cell phone allowance allocated to these two Disaster Management Officers.

**B. Status of Fire & Rescue Services**

Big 5 Hlabisa Local Municipality Does not have Fire Stations (buildings) however there is a fire unit that is divided in two (2), there is one in Hlabisa, accommodated in Park Homes and one in Hluhluwe accommodated in the District Fire Station. There are eleven (11) fire fighters and 5 Firelighters who are on contract, not permanently employed. These Firefighters are divided into two towns. There are four fire vehicles, two (2) 1800L fire engine and two (2) bakkie.

**C. Status of Municipal Disaster Management Policy Framework**

Big 5 Hlabisa Local Municipality currently has no municipal disaster management policy framework. The municipality is however in the process of developing its own disaster management policy framework.

**D. Status of Municipal Disaster Management Plan**

Big 5 Hlabisa Local Municipality has a Disaster Management Plan that was adopted by council June 2017 and was however reviewed in May 2018. Our plan is now Level two Disaster Risk Management Plan.

**E. Municipal Disaster Management Inter-Departmental Committee**

The big 5 Hlabisa Local Municipality has no municipal Inter-Departmental committee, however it make use of the Manco meetings to address Disaster Management related issues.

**F. Municipal Disaster Management Advisory Forum**

Big 5 Hlabisa Local Municipality Disaster Management Advisory Forum was officially launched in August 2017. The Forum supposed to meet on a quarterly but does not due to some internal challenges.

### 2.4.9.2 MUNICIPAL INSTITUTIONAL CAPACITY

#### A) STAFFING

Big 5 Hlabisa Local Municipality has a Disaster management, Fire and Rescue Services Section under Municipal Protection Services Unit. The Unit has two (2) Disaster Management Officers, one station officer and (15) Firefighters.

- Six Fire Fighters
- Two Shift Leaders
- One Station Officer

#### B) POLICIES

Big 5 Hlabisa Local Municipality currently has a municipal disaster management policy framework and Disaster Management Plan of which is linked to the district disaster management policy framework for guidance and direction regarding Municipal disaster management function.

### C) RESOURCES

The District Disaster Management Centre was established in Hluhluwe and the Project was completed in by end of 2014 and was handed over to the District by the MEC Nomusa Dube – Ncube. There is currently a portfolio committee, however the extent to which disaster risk management activities are addressed by the committee is not clear and therefore needs to be clarified.

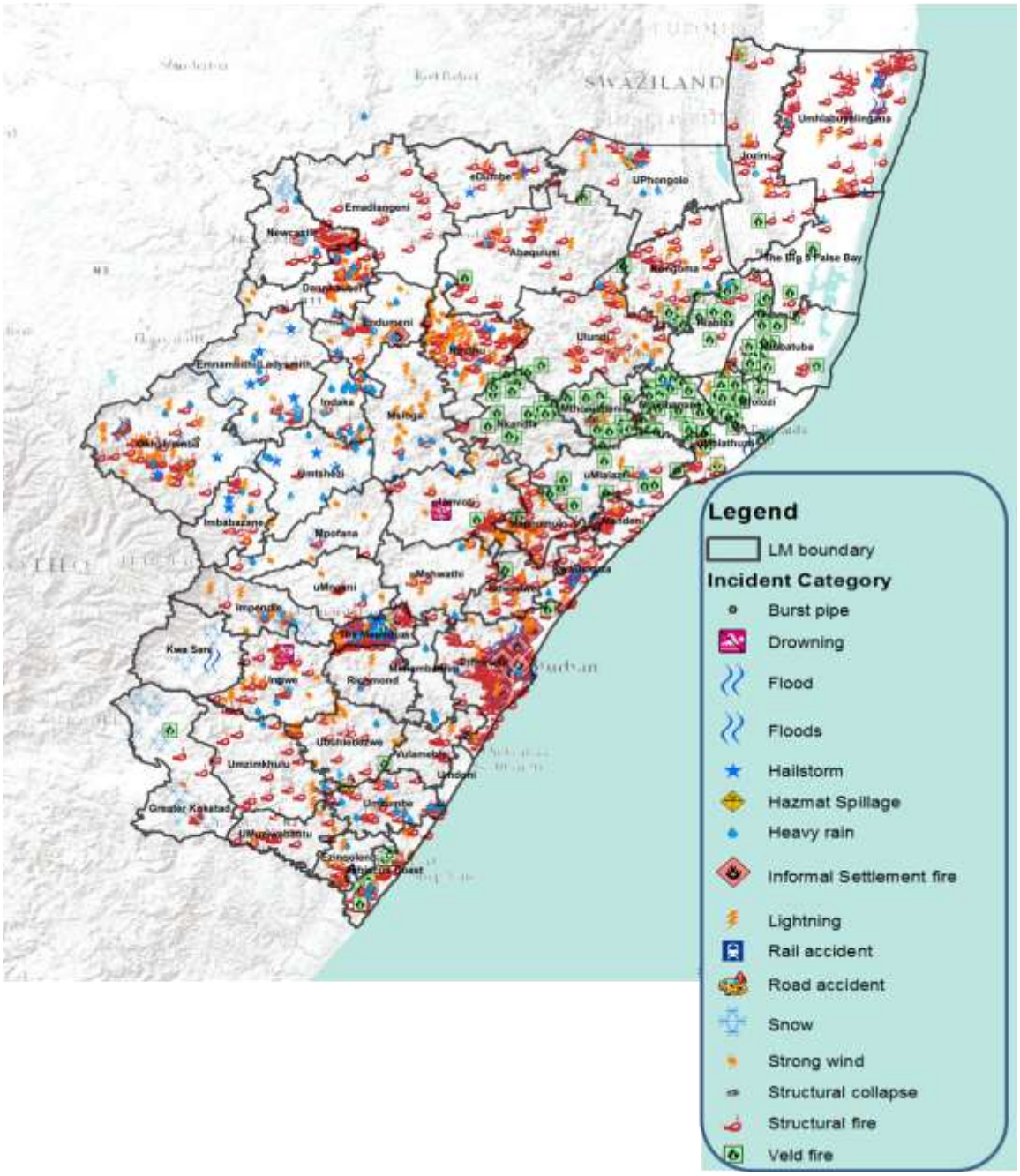
### x. RISK ASSESSMENT

The municipality undertaken a risk assessment where the community was made aware of disaster management concept following to this process was identification of most common disasters. Priority hazards identified at Big 5 Hlabisa Municipality are as follows:

**SEVERE HAZARDS**

- Lightening
- Strong winds
- Hail
- Heavy rain

# DISASTER INCIDENTS (2006-2015)



## I. RISK REDUCTION AND PREVENTION

The importance of Risk Reduction and Prevention cannot be underestimated; currently the municipality is involved in awareness campaigns at local schools and in the community on disaster management.

## II. RESPONSE AND RECOVERY

### A) MUNICIPAL CAPACITY IN TERMS OF RESPONSE AND RECOVERY

The municipality utilizes its staff for response and recovery in event disasters caused by fire.

### B) TRAINING & AWARENESS

Training and awareness campaigns on disaster management are still a concern, but there has been an improvement. School awareness campaigns are conducted in local schools. This will be strengthened further in 2019/2020 moving forward

### C) FUNDING ARRANGEMENTS

The Municipality does not have funding capacity to develop the disaster management plan and therefore has undertaken its development in-house through support from COGTA and all the relevant stakeholders.

**Disaster Management SWOT Analysis**

| Attributes | **Helpful**<br>to achieving the objective | **Harmful**<br>to achieving the objective |
|---|---|---|
| **Internal origin**<br>(attributes of the system) | ***Strengths***<br>• Good management<br>• Disaster Management Plan is in place with all identified risks.<br>• Disaster Management Advisory Forum is in place<br>• Fire and Rescue Services established<br>• Disaster management unit established | ***Weaknesses***<br>• Insufficient human resource (Staff)<br>• Vehicle shortage<br>• Ageing of equipment<br>• Lack of resources, equipment<br>• Insufficient funds allocated to the section.<br>• No Municipal Fire Bylaws<br>• Lack of sufficient Fore Hydrants<br>• Poor Municipal infrastructure that affect our services. Eg poor roads |

| **External origin** (attributes of the environment) | ***Opportunities*** | ***Threats*** |
|---|---|---|
| | • Employment of staff<br>• Construction of the Disaster Management center<br>• Constriction of Fire Stations<br>Economic growth | • Natural Disasters due to climate change<br>• Political instability<br>• High crime rate<br>• Civil unrest |

## D. SECTORAL ANALYSIS

### BACKGROUND

Big 5 Hlabisa Municipality strives to transform itself into a sustainable high performance organization, in which employees are developed, valued, empowered and motivated therefore quality management is embedded in all managerial practices and processes, and service delivery in terms of the IDP takes priority.

Improvement in on the issues of Employment Equity Plan (EEP) National Requirements is one of our concerns, due to geographic location of our municipality it becomes a challenge to attract staff in terms of employment equity targets however Attraction & Retention has been developed to address the challenge. The municipality complies with EEP standards and has set targets under section D and E1 of this document.

Employment equity seeks to address the disparity in employment representation within corporate South Africa in terms of Employment Equity Act No. 55 of 1988. Big 5 Hlabisa consider employment equity as one its priorities and works towards Employment Equity (EE) targets. The Employment Plan is developed and submitted to the Department of Labour (DOL) in compliance the act requirements. The municipality's recruitment policy and Employment Equity Policy considers issues of transformation and will always enhance sound labour relations.

Chapter 7 of the Municipal Systems Act (MSA) gives guidance on how municipalities should structure local public administration and Human Resource Resources. Sec 55 requires the municipality within its administrative and financial capacity to establish and organize its administration in a manner that would enable the municipality to be:

- responsive to the needs of the community
- to facilitate a culture of public service and accountability amongst its staff
- Be performance orientated and focus on section 152 of the constitution and give effect to its duties on as per section 153, where municipalities are guided on how they should structure themselves in a manner that will enhance service delivery.

The purpose of conducting an institutional analysis is to ensure that the municipal development strategies take existing institutional capacities into consideration and that institutional shortcomings are addressed. The Institutional capacity of the municipality is very important for the municipality to

realize its vision and objectives, therefore issues of institutional capacity and transformation will be prioritized during the term of this IDP. Further to this there the SWOT analysis will unpack issues of concern and existing capacities and opportunities that the municipality has to further improve on its development processes.

Briefly the Big 5 Hlabisa Municipality is structured as follows:
The Office of the Municipal Manager is led by the Municipal Manager who is Accounting Officer and a Head of Administration.
Under the Municipal Manager, the Municipality is categorised into 6(six) functional departments, namely:
The organogram approved in 2019/20 reflects that Big 5 Hlabisa local municipality has the following 6 departments refer to ANNEXURE one.

- Office of the Municipal Manager
- Corporate Services
- Technical Services
- Community Services
- Economic and Development Planning
- Budget and Treasury

## xi. OFFICE OF THE MUNICIPAL MANAGER

The Office of the Municipal Manager provides the momentum of the administration and integrates all the disparate components of the Municipality and is responsible for strengthening of the communication with the community.

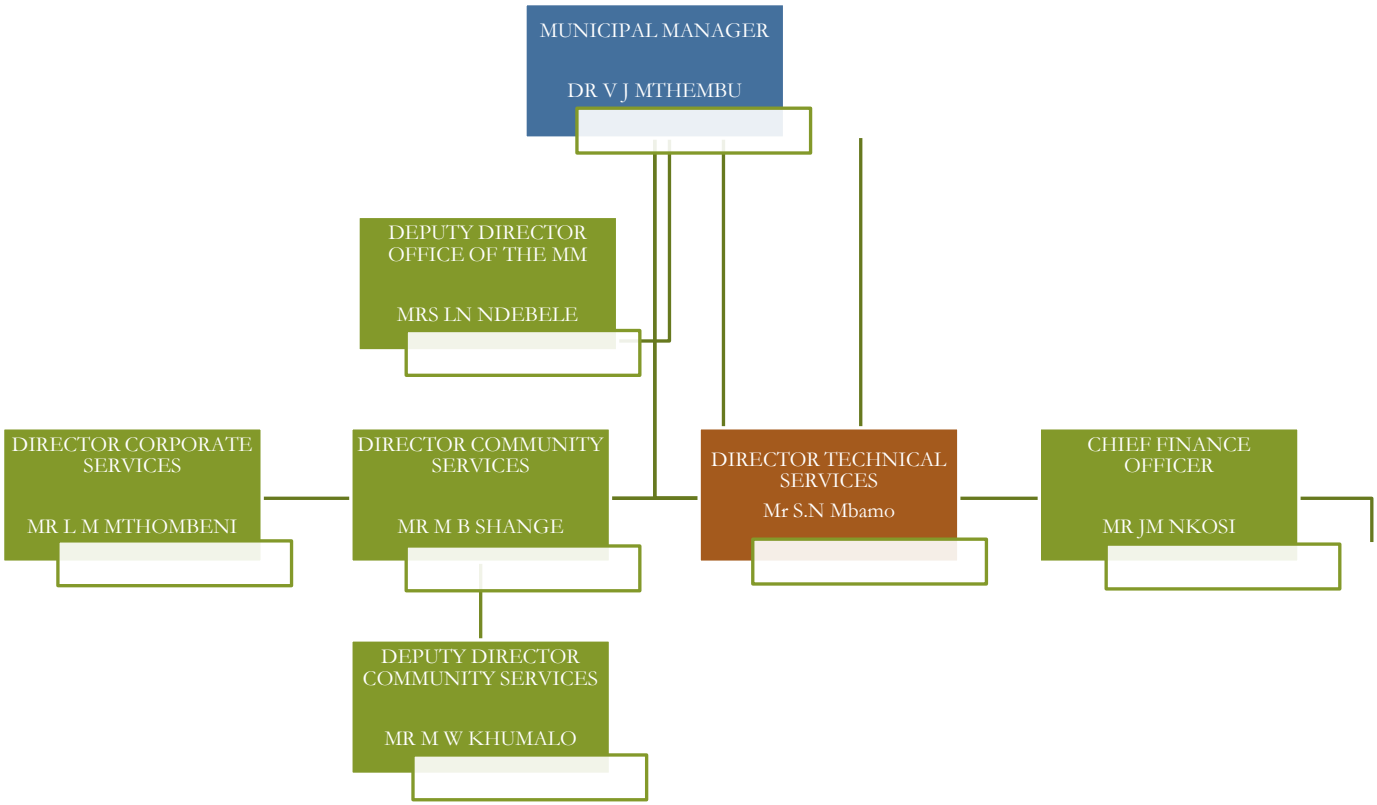
The Municipal Manager is the head of the municipal administration as well as being accounting officer for the purposes of financial management and accountability. All above mentioned departments are led by Directors and have functional units. It is also commendable that the municipality has been able to further work on its organisational structure and issues of alignment were considered.

Big 5 Hlabisa has high vacancy rate on Senior Management positions, The Acting arrangements are used to address the challenge, however due to the period as per regulations for appointment of senior managers this arrangement can sustain the municipality. The municipality further formalised support arrangements with Hlabisa municipality for Community Services and Infrastructure Development and Basic Services Department.

The functions of the Office of the Municipal Manager are as follows:

- Rendering strategic leadership during development, implementation and monitoring of the Integrated Development Plan (IDP) and the Performance Management System (PMS)
- Establishing, develop and manage economically viable, effective and accountable administration.
- Taking full liability for sound financial management.
- Coordinating and manage Intergovernmental Relations (IGR).
- Ensuring sound co-operative governance.
- Managing the Municipality's administration in accordance with the Constitution, Local Government Structures Act, and the Municipal Systems Act, the Municipal Finance Management Act, the Public Management Act and all other provincial and national legislation applicable.

### 4.3. SENIOR MANAGEMENT IS STRUCTURED AS FOLLOWS




Sections 66 of the Municipal Systems Act further emphasize the need for the municipality to establish its staff and to provide job description for each post in the establish The process for development of job descriptions is in progress and will be finalized before the merger for both municipalities The Municipality had further engagement with SALGA in March 2013 to further strengthen the process.

### 4.3.2 CORPORATE SERVICES DEPARTMENT

The Department of Corporate Services is responsible for ensuring that proper policies and Work Procedures are in place for proper operations. A set of policies, procedures and by laws are in place

and are reviewed annually and as need arises to ensure relevance to Municipal objectives as set out in the IDP

Human Resource is the overall umbrella in the organization for how the employees continue to grow professionally and personally. The municipality has to ensure that it invest on employee development by orientating the employees into the organizational culture thereby enabling the achievement of the vision and strategic agenda. Big 5 Hlabisa Municipality has development interventions in place for the institutions and its employees. The department comprise of the following sections

(a) Human Resource Management
(b) Administration
(c) Legal Services
(d) Information Communication Technology

### 4.3.3BUDGET AND TERASURY SERVICES DEPARTMENT

The Department Financial Services consists of the following components:

- Supply Chain Management
- Income
- Expenditure
- Budget and reporting

**Departmental responsibilities**

- Income & Expenditure Control
- Financial Planning, Reporting and Statements
- Procurement and Municipal Inventory Control

### 4.3.4 ECONOMIC AND DEVELOPMENT PLANNING SERVICES

The department comprise of the following components:

- Building Inspectorate
- Town Planning
- Geographic Information System (GIS)
- Environmental Planning
  Local Economic

### 4.3.3 TECHNICAL AND DEVELOPMENT PLANNING SERVICES

Technical and Development Planning Services has the following components

- Project Management Unit
- Technical Services

### 4.3.4 SOCIAL AND ECONOMIC DEVELOPMENT SERVICES DEPARTMENT

The Directorate of Community Services provides efficient and effective community services to the Community of Big 5 Hlabisa and has seven divisions as follows:

- Special Programmes
- Social Services
- Waste Management
- Protection Service

#### MUNICIPAL INSTITUTIONAL CAPACITY & STATUS OF CRITICAL POSTS

The Institutional capacity of the municipality determines its ability to deliver on local government agenda. The sustainability of this municipality is embedded on its financial capacity. Addressing capacity challenges has always been a priority for the municipality and tremendous success is witnessed during 2017/2018 as most of the positions were identified and the organogram was revised to improve alignment with the IDP. Some middle management positions were filled in the beginning of 2016/2017. The position of a Director Technical Services will be filled by 01 July 2019.

The status of critical positions is depicted in the table below.

| Position | Status |
|---|---|
| Municipal Manager | Filled |
| Chief Financial Officer | Filled |
| Senior Manager, Corporate Services | Filled |
| Senior Manager, Community Services | Filled |
| Senior Manager, Technical Services | Filled |

## 4.4 HUMAN RESOURCE DEVELOPMENT

The achievement of the Municipal 5 (five) year strategic agenda is reliant on its ability to develop the necessary competencies and maintain the organization's capacity to execute its mandate.

In this regard, the continuous improvement of organizational skills capacity for sustained performance is the heart of the Human Resource Development (HRD) Plan, which seeks to support implementation of a 5-year strategic program. In order to meet the Municipality's challenges, it needs to be ensured that employees possess the necessary skills, knowledge and aptitude to deliver services in line with Municipality's stated objectives and service delivery plans.

The key objective of the HRD Plan is to develop organizational capacity through the development of our leaders, managers and workforce in order to respond to current and future challenges, and anticipated impacts, thereby complementing our vision, development strategy and our strategic objectives.

Human Resource Development Strategy has been developed and approved by Council. Skills capacity is the main priority for the municipality. Skills on Environmental Management, Building Inspectorate, and GIS are still a concern and the municipality has vacancy on these areas. Currently the municipality relies on a shared service for GIS; however, filling of these positions will be addressed during the new financial year.

The strategic vision of the municipality cannot be realized if issues of capacity in this respect is not addressed. The municipality reviews Workplace Skills Plan (WSP) annually. The following policies are in place to guide the operation of the municipality, further to this the status of municipal policies is provided in the

- Recruitment and Selection policy,
- Retention policy and Exit Policy

To enhance skills capacity and compliance with municipal 2013 competencies Senior Management, Finance Interns enrolled for CPMD. Some of the staff in the middle management staff also been been trained.

### 4.4.2 INSTITUTIONAL ARRANGEMENTS TO DRIVE IDP

Institutional arrangements to drive the IDP process and its implementation are in place and their functionality has further improved as compared to the previous financial years.

#### (A) OFFICE OF THE MUNICIPAL MANAGER

The office of the Municipal Manager compiles the IDP document through consultation with various sets of information and directs its output to the IDP Representative Forum for debates and further inputs and refinement of the plan. The IDP Representative Forum is the structure that provides a

platform for public participation through involvement of different community structure representatives, political leaders, traditional leaders and government entities which provide support throughout the planning process.

The following structures are in place and are being formalised for Big 5 Hlabisa Municipality to drive the IDP, Budget and PMS Process.

- IDP Steering Committee (IDP SC)
- IDP Representative Forum

The above mentioned committees are key drivers of the IDP process, however the municipality has realised the challenges in getting sector departments and other relevant stakeholders to attend and participate meaningfully during IDP RF meetings. A different approach to revive participation will be investigated to enhance sustainable development. One –on – one meeting will be intensified during the IDP cycle and further initiatives

### (B) IDP STEERING COMMITTEE

The IDP SC is technical committee and a platform for development planning deliberations and proposed interventions. Steering Committee is responsible for the management and the drafting of the IDP in terms of Section 30(a) of the Municipal Systems Act. This committee provided secretarial support to the IDP Representative Forum (IDP RF)

### (C) IDP REPRESENTATIVE FORUM

The purpose of the IDP Representative forum is to provide platform to external municipal stakeholders for debating issues and contributing to find workable solutions to existing and competing community needs. It is chaired by the Mayor. Issues of development planning, strategic solutions in existence are addressed. The sector departments also assist on the mandate with expertise to accelerate development and address service delivery backlogs.

Submissions for planned programs and projects are also made in this forum. As a result of this forum there has been remarkable improvement and municipality will strengthen the functionality of this forum. The members of the forum are registered on the database which is reviewed on annual basis.

### (D) COUNCIL

Provide strategic leadership and is responsible for the approval of the IDP and communicate it to the community through ward committee meeting thereby further strengthening the functionality of public participation.

**(E) EXECUTIVE COMMITTEE (EXCO)**

Executive Committee (EXCO) Big 5 Hlabisa municipality consists of ten (6) councillors and is chaired by the Mayor. All members of EXCO are chairpersons of various portfolio committees. The committee is having its own schedule of meetings. The committee meets once per month and their role is to recommend to Council.

**(E) MUNICIPAL PORTFOLIO COMMITTEES**

The municipality has properly constituted all required portfolio committees. These committees are practical and are actively involved in monitoring and evaluating progress of projects. All projects that are assumed in the municipality are presented to the portfolio committees for comments and inputs before proceeding to the next phase / level. Additionally, the political structure is well-informed on what is happening on project implementation.

**Table 11: Municipal Portfolio Committees & their respective Heads/Chairpersons**

| **NAME OF PORTFOLIO** | **NAME OF PORTFOLIO CHAIR** |
|---|---|
| Executive Committee | Cllr C.T Khumalo |
| MPAC Committee | Cllr Ndlovu |
| Youth Development committee | Cllr C.T Khumalo |
| Community Services Committee | Cllr F.Z Nkwanyana |
| Technical , Planning and LED committee | Cllr H.T Nkosi Mngomezulu |
| Rules Committee | Cllr C.T Khumalo , Mayor |
| Finance Committee | Cllr C.T Khumalo , Mayor |
| Local Labour Forum Committee | Mr X.E Bukhisini |
| Corporate Services | Cllr F.Z Nkwanyana |
| | |

## 4.5 SWOT ANALYSIS

### TABLE 10: INSTITUTIONAL SWOT ANALYSIS

| Strengths | Weaknesses | Opportunities | Threats |
|---|---|---|---|
| **PMS Unit is in place** | Poor consultation with stakeholders | Strategic location of the municipality | Inability to attract and retain skilled staff |
| **Political stability** | Lack of policies implementation | Financial improvement | |
| | | | |

## 4.6 SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

### 4.6.2 WATER AND SANITATION

This section seeks to assess the level of infrastructure provision in Big 5 Hlabisa. It is very crucial to understand the issues of infrastructure in the Municipality so as to be realistic when setting spatial development goals in relation to housing.

### I. WATER SERVICES CONTEXT

The water services backlog was determined utilizing a combination of Census 2011, the UKDM asset register, and verified data from consultants to produce a combined GIS infrastructure database that shows a backlog of 30% of the population (access below National Standard). This is a significant improvement from the Census 2011 backlog of 53%. The combined backlog in 2011 for Big 5 Hlabisa Municipality is 57.1 considering the draft uMkhanyakude WSDP 2016.

**UMKHANYAKUDE DISTRICT BACKLOG ANALYSIS**

| Local Municipality | Population | Percentage of the population with access BELOW National standard level of water service | | | |
|---|---|---|---|---|---|
| | | Census 2011 Level of Water Services | Asset Register Infrastructure Data | Verified Consultants Infrastructure Data | Combined Infrastructure Data |
| Umhlabuyalingana | 155140 | 52.7% | 50.6% | 60.2% | 28.5% |
| Jozini | 185790 | 62.4% | 67.4% | 47.1% | 42.3% |
| The Big 5 Hlabisa | 107 097 | 55. % | 65.2% | 66.5% | 58.7% |
| Mtubatuba | 175359 | 44.0% | 50.3% | 28.9% | 17.6% |
| uMkhanyakude | 623387 | 53.2% | 54.1% | 43.3% | 30.0% |

| | Piped (tap) water inside dwelling/yard | | | Piped (tap) water on a communal stand | | | No access to piped (tap) water | | |
|---|---|---|---|---|---|---|---|---|---|
| | **1996** | **2001** | **2011** | **1996** | **2001** | **2011** | **1996** | **2001** | **2011** |
| DC27: Umkhanyakude | **5 347** | **15 928** | **47 406** | **7 159** | **27 251** | **31 879** | **59330** | **58 384** | **48 909** |
| KZN271: Umhlabuyalingana | 1 149 | 3 394 | 10 107 | 1 633 | 4 974 | 9 278 | 16 382 | 17 955 | 14 472 |
| KZN272: Jozini | 1 019 | 3 968 | 11 784 | 2 370 | 12 352 | 10 851 | 18 503 | 17 270 | 16 214 |
| **KZN276: Big 5 Hlabisa** | **761** | **2676** | **7802** | **1223** | **3663** | **5388** | **10381** | **10486** | **7715** |
| KZN275: Mtubatuba | 2 419 | 5 890 | 17 713 | 2 032 | 6 263 | 6 363 | 14 065 | 12 673 | 10 828 |

Table 37: Households with access to piped water Census 1996 to 2001 and 2011

## II. WATER SCHEMES

The following water schemes exist with the municipality

### HLUHLUWE WATER SUPPLY SCHEME

The bulk supply system located at Hluhluwe dam consists of a treatment facility at the dam with a rated capacity of 1980kl/d. Plans to augment the plant are currently underway. Potable water is pumped through a 300mm rising main to a 5000kl reservoir located in the Mdletshe area. From Mdletshe water is transferred to Hluhluwe town. Bulk consumers include:

- Mdletshe rural ± 360kl/d
- Commercial farmers (19) and a game ranch ± 130kl/d
- Hluhluwe town ± 880kl/d

The water scheme is in Hluhluwe is currently upgraded to increase the capacity of the plant due to increase in water demand. The water receives raw water from the released in Hluhluwe dam. Famers are using bigger volumes of water for irrigation upstream. This causes water reaching the plant to be very limited.

### BOREHOLE DRILLING PROGRAMME 2014/15

- 3 boreholes equipped under drought relief at Mnqobokazi, Nibela, Hluhluwe Farms
- 19 boreholes equipped in Hlabisa at Nonpondo, Macabuzela, Makhowe, Ezibayeni, Ngodini, Ekuphindisweni, Magengebula, Qunwani, eMthekwini, Sqiwini, Gula, Ophaphasi, Ntabenkoni2q, Mpempeni, Magengula, Ngodini, Mzinene, Madulini, Matshamhlope
- 4 boreholes were drilled with uMngeni Water at Mnqobokazi, Bangizwe, Qomkuphila, kwaGiba

### THE BIG 5 HLABISA DROUGHT RELIEF PROGRAMME

| Project Description | Approved Budget | Progress | Target No of Households to be served |
|---|---|---|---|
| Hluhluwe Phase 2 Upgrade Upgrading the Hluhluwe phase 2 WTW from a 1.8ML/d to a 3.8Ml/d package treatment plant, | 13,177,327 | Construction - 60%.<br>Expected end date 30 May 2016 | 5250 |

| | | | |
|---|---|---|---|
| Borehole Drilling | | **Big 5 Hlabisa**<br>Drilling complete -25/25 successful boreholes drilled, 4/25 dry.<br>(4/4 boreholes) completed.<br>2 are equipped and commissioned | |

**II UMkhanyakude Capital Projects**

| Project name | Category | Amount | Year |
|---|---|---|---|
| Huhluwe Phase 2 | Water | 445 670 | 2020/2021 |

**III. Sanitation**

**SANITATION SCHEMES IN HLUHLUWE**

This scheme serves 170 households. Each household has access to a flush toilet. The wastewater treatment plant has a capacity of 92Ml/year. The scheme is currently under the ownership of the Department of Water Affairs.

The table below reflects the percentage distribution of households by type of toilet facilities, as per 1996, 2001 and 2011 survey conducted by Stats SA:

| **Municipality** | **Toilet facility** | | | |
|---|---|---|---|---|
| | **Flush/Chemical** | **Pit (with/without ventilation)** | **Bucket** | **None** |
| DC27: UMkhanyakude | 45 813 | 82 572 | 1 449 | 15 460 |
| KZN271: Umhlabuyalingana | 5 872 | 27 314 | 10 | 5 213 |
| KZN272: Jozini | 13 596 | 21 153 | 1 263 | 5 422 |
| KZN275: Mtubatuba | 14 115 | 23 034 | 17 | 3 370 |
| KZN276: Big 5 Hlabisa | 12 231 | 11 070 | 158 | 1 455 |

Table 36: households by type of toilet facility

### 3 SOLID WASTE MANAGEMENT

Solid waste management is indeed a concern ensure sustainable development where the is a balance between the economic, social and environmental aspect in the area, therefore the municipality has been able to engage the Environmental Services as the development of Integrated Waste Management Plan is underway through assistance National support. Further articulation has been undertaken under the Environmental Status Quo Analysis above.

### 4.6.3 TRANSPORTATION INFRASTRUCTURE

#### I. ROAD NETWORKS

N2 and the LSDI are classified in terms of the SDF as Main Transport Routes. The N2 in particular (and the LSDI road to a smaller degree) carries larger volumes of traffic than the other roads through the municipal area at higher travelling speeds. There are a number of Tourism Routes identified in the SDF as well.

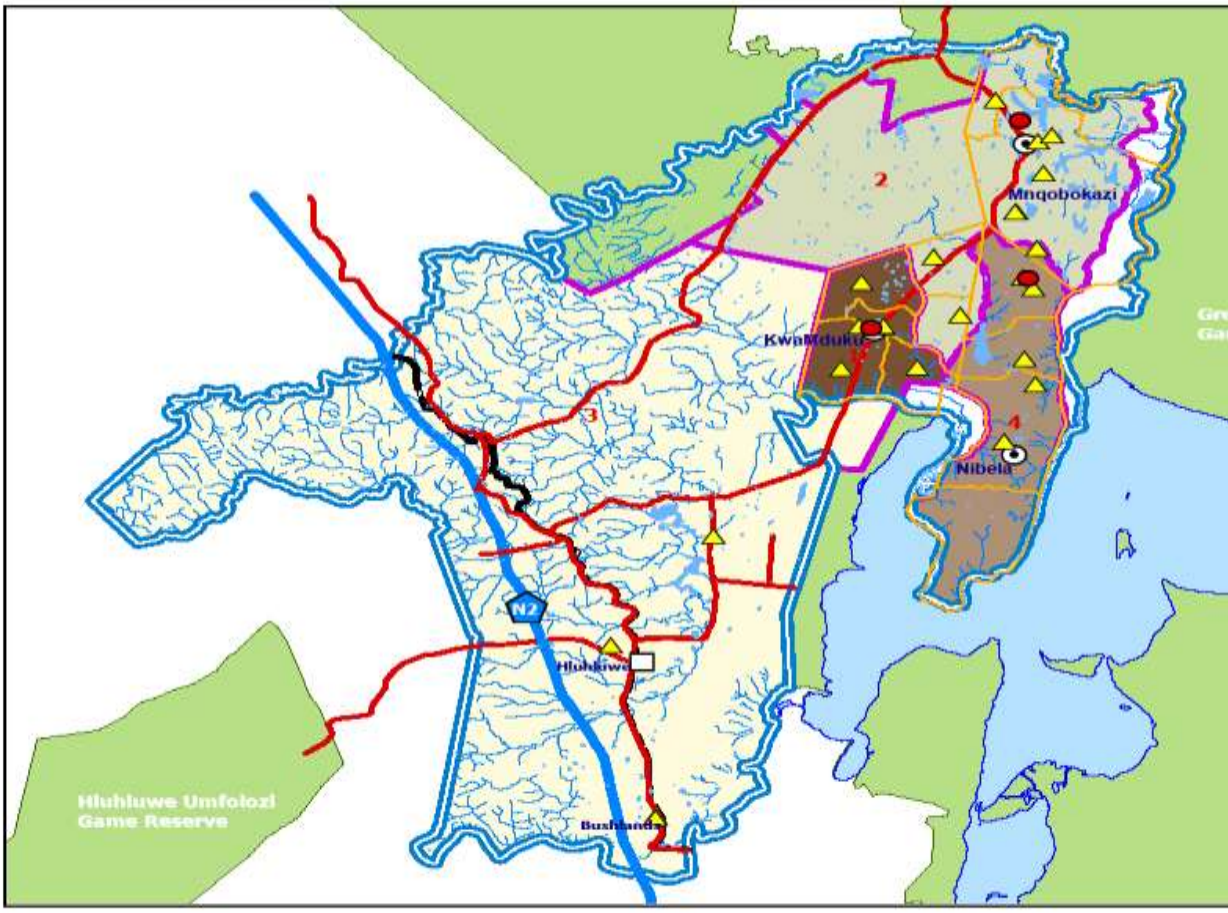
The first one is the P466. It primarily provides access to the various private game reserves located in the northern portion of the municipal area between the N2 and the LSDI road. This area described above is referred to as a "Management Area" in the draft rural LUMS.

The R22 route is a gateway route for Hluhluwe and a tourism corridor. Secondly, the route from Hluhluwe in a westerly direction, across the N2, towards the northern entrance of the Hluhluwe Umfolozi Game Reserve is proposed as a tourism route in the SDF. A portion of this route is the entrance into Hluhluwe town from the N2.

#### II. ROAD AND TRANSPORT INFRASTRUCTURE ANALYSIS

The Municipality has a short supply of good all weather roads. This restricts the provision of some services such as waste removal. In addition, access to economic opportunities is also limited. The main problem in Big 5 Hlabisa is the lack of access experienced by rural communities as rural roads are not in a good condition. Public transportation such as taxis and buses are most commonly used across the municipality. For those areas where road conditions are bad, informal transportation through mainly the bakkies is used.

The municipality relies heavily on MIG funding for infrastructure development. The rural transport forum is in place, but its functionality requires some improvement. The transport plan is not in place and the municipality does not have funding for its development, however funding arrangements will be initiated with potential funders




## III. ACCESS TO COMMUNITY FACILITIES

Access to community facilities varies as some of the wards have better access than others, however most ward have access to schools, crèches, community halls, clinics and sport field. The municipality will much updated information in the next IDP 2019/2020. There is also a proposed study to further inform development planning for the 4th generation IDP.

## IV. HUMAN SETTLEMENT

Housing delivery is one of the main service delivery needs for the community of Big 5 Hlabisa. During the needs identification process, it was raised as a concern and the municipality intends to work tirelessly with the Department of Human Settlement and all relevant stakeholders to make positive impact and to provide sustainable human settlement. The Housing sector plans were developed in 2009, the new Housing Sector Plan for Big 5 Hlabisa will be in place in May 2018.

**HOUSING PROJECTS 2020/202 ARE AS FOLLOWS.**

| Project Name | Project Type | Ward NO | No. Of Units | Project Milestone |
|---|---|---|---|---|
| MNQOBOKAZI | IRDP | 01/03 | 1300 | Construction |
| MAKHASA | IRDP | 02/03 | 1700 | Construction |
| MDLETSHENI | RURAL | 6,7,8,9,10 | 2500 | Construction |
| EMPEMBENI | RURAL | 10/11 | 1000 | Construction |
| HLAMBANYATHI | Rural | 13 | 100- | Planning |
| HLABISA CBD | CBD | 12 | 500 | Planning |
| PHUMLANI SLUM | ISU | 05 | 500 | Planning |

| | | | | |
|---|---|---|---|---|
| Tin Town Slum Clearance | ISU | | | Feasibility |
| MALABELA<br>**PIPELINE.PROJECS** | RURAL | 03/04 | 1000 | Planning |
| | **Rural** | | **1000** | **Planning** |
| EMABHOKISIN | Rural | | 500 | Planning |
| NOMPONDO | Rural | | 1000 | Planning |
| EZIFUNDENI | Rural | | 500 | Approved for planning phase |
| UPHAPHASI | Rural | | 500 | Planning |
| MDLESHENI | Rural | | 976 | |
| HLUHLUWE SLUM | Rural | | 1000 | Pending MEC approval |

| | | | | |
|---|---|---|---|---|
| | | | | |

### HOUSING TRENDS

The following trends are noted in Big 5 Hlabisa Municipality

- Illegal land invasion (informal settlement), particularly in ward 05
- There is a trend of young upcoming population in ward 5 for work purposes. This trend has resulted in the need for middle income residential housing development
- Rural Housing Development in ward 1, 2 and ward 4

### 4.6.4 TELECOMMUNICATION

- The municipality coordinates its development activities with the following stakeholders through the following mechanisms:
- IDP Roadshow
- Local Radio Station (Maputaland Radio, Zululand FM, Shine FM)
- Newspaper publications
- Public debates
- Local Posters
- Igagasi Radio

All the above mechanism seems to reach the community accordingly. According to the Stats SA information households have access to a number of forms of telecommunication ranging from households using radio, television, computer, cell-phone, landline/telephone and access to internet. The most popular communication method is cell phone followed by radio.

The most accessible telecommunication method is radio. In 2001 out of 6 214 households, 4275 had access to radio in 2011 out of 7998, 5 453 had access. The numbers of households with access to cell phones in 2001 were 1243 and in 2011 the number increased to 6975. Other telecommunication methods are not that much accessible expect. The figures of households with access to computer were 3191 in 2011 and Internet where a number of households with access were 2326.

| Municipality | Radio | | Television | | Computer | |
|---|---|---|---|---|---|---|
| | 2001 | 2011 | 2001 | 2011 | 2001 | 2011 |
| DC27: Umkhanyakude | 75 983 | 86 777 | 21 971 | 55 338 | 1 029 | 6 837 |
| KZ271: Umhlabuyalingana | 19 732 | 22 530 | 4 692 | 11 928 | 144 | 1 311 |
| KZ272: Jozini | 24 940 | 26 977 | 6 249 | 15 459 | 273 | 1 590 |
| KZ276: The Big 5 Hlabisa | 43200 | 44106 | 3268 | 8020 | 475 | 908 |

| Municipality | Refrigerator landline | | Landline telephone | | Cell phone | | Internet |
|---|---|---|---|---|---|---|---|
| | 2001 | 2011 | 2001 | 2011 | 2001 | 2011 | 2001 |
| **DC27: Umkhanyakude** | 24 619 | 52 081 | 5 903 | 4 198 | 20 368 | 110 674 | 32 613 |
| **KZ271: Umhlabuyalingana** | 4 755 | 9 555 | 1 480 | 647 | 4 285 | 28 320 | 7 466 |
| **KZ272: Jozini** | 6 655 | 13 706 | 1 279 | 870 | 6 089 | 33 308 | 8 761 |
| KZ 276: The Big 5 Hlabisa | **4044** | **9130** | **574** | **709** | **3277** | **18130** | **5926** |

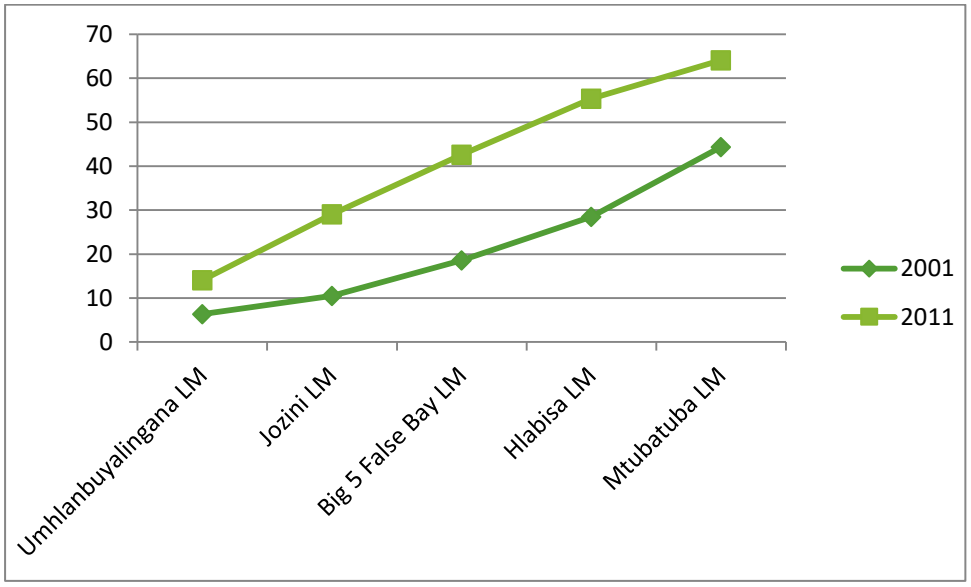
## WATER SUPPLY

### 4.6.5 ENERGY

It is indicative that Big 5 Hlabisa Municipality and uMkhanyakude District has a huge backlog on electricity provision as
compared to other district as a result use of energy varies from electricity to, gas, paraffin and other methods. According to the census 2001; only 18.6% of the total number of households has access to electricity for lighting, the percentage increased to 42.6% in 2011. This translates into a huge backlog in terms of electricity provision.

The table below indicates population with access to electricity for lighting. Other methods of energy used include, candles, paraffin, gas etc. the table also depicts % usage of energy alternative methods.

The Eskom coverage indicates than an adequate supply is available to the major town in Big 5 Hlabisa, which is Hluhluwe/ Hlabisa town and Hluhluwe is surrounding by commercial farmlands. However, there are deficiencies in the electrification grid in the deep tribal authority areas.



The table below indicates other sources of energy at a ward le

Table 45 Households by source of energy
Source: StatsSA 2011

| | Electricity | Gas | Paraffin | Wood | | Animal dung | Solar | Other | None | Unspecified | Not applicable | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2407 | 344 | 48 | 2773 | | 145 | 19 | 4 | 1946 | - | - | 7998 |
| Ward 2 | 224 | 56 | 15 | 657 | | 135 | 5 | 1 | 257 | - | - | 1428 |
| Ward 3 | 1622 | 79 | 13 | 347 | | 6 | 8 | - | 888 | - | - | 2972 |
| Ward 4 | 159 | 48 | 7 | 90 | | 3 | 4 | 3 | 423 | - | - | 1740 |

### 6.10 Service Delivery and Infrastructural Analysis

| STRENGTHS | WEAKNESSES | OPPORTUNITIES | THREATS |
|---|---|---|---|
| • Strategic Location(R 22 & N2) | • Infrastructure degradation & backlogs | • Municipal buildings (maintenance, | • Community protest on |

| | | | |
|---|---|---|---|
| • Municipal buildings (habitable, functional)<br>• Plant & equipment<br>• Existing Municipal infrastructure<br>• Public safety services;<br>• Community development<br>• Social amenities management; and | Municipal buildings (shortage of space);Plant & equipment (old, under maintained, no availability)<br>• Lack of bulk infrastructure for new developments Electricity (distribution capacity, under resourced, lack of electricity in rural);<br>• Sanitation (waste water treatment works capacity, lack of sanitation infrastructure in CBD); | shortage of space); Plant & equipment<br>• Municipal infrastructure<br>• Lack of bulk infrastructure for new developments | service delivery<br>• Damage to existing infrastructure Non-payment culture in community and government department;<br>• Poverty / unemployment impacting negatively on available resources;<br>• High electricity tariffs / penalties; Insufficient of water resources; |

**Table 46: SWOT analysis service delivery and infrastructure analysis**

## 4.7 LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT ANALYSIS

### 4.7.2 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

The Big 5 Hlabisa municipality is located in uMkhanyakude district which is one of the poorest and poverty stricken district municipalities in KwaZulu-Natal. However, the municipal area has enjoyed a number of economic resources i.e. quarry and river soil that could be utilized to stimulate economic growth and development required in the area.

To this end, the economic history of the study area indicates that, the success of the area has been driven by the tourism, agriculture, trade and retail and service sectors. Nevertheless, the socio-economic ills have persisted throughout the years and the local economy has failed to absorb the local labour force and minimize poverty levels. Furthermore, lack of value adding activities have been cited in the Spatial Development Framework.

### 4.7.3 LOCAL ECONOMIC DEVELOPMENT STRATEGY

The Big 5 Hlabisa Municipality has developed a LED Strategy and Investment Attraction, It was approved by the council on 29 May 2020, Strategy which provides an overview of the economic situation in the area and it seeks to guide future economic development. The LED Strategy is expected to be important tools in identifying potential LED initiatives with the capability of improving the economic status of the entire area thereby bring about change in socio economic and job creation. In doing this, further economic development with reference to improving the overall perspective of the area can be achieved through attracting investment and implementation of the LED strategy.

### 4.7.4 KEY NATURAL ASSET /RESOURCES ANALYSIS

The section that follows presents the economic analysis. The analysis includes the economic drivers in the in the municipality reflecting their current performances to the local economic growth and development.

| DEMOGRAPHIC INDICATORS | 1996 | 2001 | 2011 | SOURCE |
|---|---|---|---|---|
| Population size | | | | |

| | | | | |
|---|---|---|---|---|
| Total population | 28857 | 31482 | 35 258 | Stats SA |
| Growth rates | 1,7 | 1,7 | 1,1 | Stats SA |
| Change | | | | Stats SA |
| Population Distribution | | | | |
| Population density | | | | Stats SA |
| Urban formal | 1 366 | 3 059 | 6 369 | Stats SA |
| Urban informal | 173 | 336 | 92 | Stats SA |
| Rural formal | | | | Stats SA |
| Traditional | 2 216 | 2 760 | 1 392 | Stats SA |
| Population composition | | | | |
| Young 0-14 | 11 655 | 13 193 | 13 227 | Stats SA |
| Working age (15 – 64) | 1 080 | 1 423 | 1 535 | Stats SA |
| Elderly(65+) | 173 | 336 | 98 | Stats SA |
| Sex ratio(women/100 men) | | | | Stats SA |
| Dependency ratio | 15 111 | 16 867 | 20 497 | Stats SA |
| Population groups | | | | |
| Black African | | | 7646 | Stats SA |
| Coloured | | | 20 | Stats SA |
| White | | | 291 | Stats SA |
| Indian/Asian | | | 22 | Stats SA |

Table 47: Demographic Indicators, Census 2011

| **SOCIO-ECONOMIC INDICATORS** | **1996** | **2001** | **2011** | **SOURCE** |
|---|---|---|---|---|
| Households and Services | | | | |

| | | | | |
|---|---|---|---|---|
| Average number of rooms | | | | Stats SA |
| Average household size | 7,5 | 4,8 | 4,0 | Stats SA |
| Female headed households | 1798 | 3077 | 4149 | Stats SA |
| Child headed households | 84 | 113 | 116 | Stats SA |
| Access to piped water | 454 | 1978 | 7679 | Stats SA |
| Access to electricity | 669 | 2863 | 8821 | Stats SA |
| Literacy rate | | | | Stats SA |
| Attending educational Institution | | | | Stats SA |
| No schooling | 6059 | 605 | 2529 | Stats SA |
| Primary enrolment rate | 2325 | 1478 | 2529 | Stats SA |
| Teacher: leaner ratio | | | | Stats SA |
| Secondary enrolment rate | 2202 | 2675 | 4371 | Stats SA |
| % Completed matric | 1189 | 1671 | 4168 | Stats SA |
| Matric pass rates | | | | Stats SA |
| % Completed higher education | 338 | 553 | 828 | Stats SA |
| Income status | | | | |
| Average household income | | 20 709 | 57 218 | Stats SA |

**Table 48: Socio Economic Indicators Census 2011**

### 4.7.5 COMPETITIVE & COMPARATIVE ADVANTAGES

The family of uMkhanyakude district municipalities has a number of competitive advantages which sets it apart from the rest of the country upon which its development and growth legacy will be built. Big 5 Hlabisa Municipality stands out as one the Local municipalities in the family which is distinct and interdependent to Hlabisa, Mtubatuba municipalities.

The following competitive advantages will benefit the municipality during the term of the 4rd generation of the IDP. The development planning will be further enhanced. The municipality seeks embrace its richness by coming up with strategy that will take advantage of the following:

| Element | DISCRIPTION |
|---|---|
| **Strategic Location** | The two national roads (N2 & R22 and P235, previously known as R68) are an important infrastructure for public transport and movement of goods between the three countries namely South Africa, Swaziland and Mozambique. Hluhluwe is centrally located to all municipalities within the district. |
| **Isimangaliso Wetland Park (IWP) and More than 200 kilometers of a Pristine Coastline** | UMkhanyakude also has a World Heritage site which was declared in December 1999 by the UNESCO. The total area occupied by IWP is about 3 320 $KM^2$ and has Lake St Lucia which is the largest estuary in Africa. The IWP also provides with the following attributes:<br>• 220 km coastline and beaches<br>• Unique destinations - Maphelane, Lake St Lucia, Cape Vidal and the Eastern Shores, Charters Creek and the Western Shores, **False Bay**, Sodwana Bay, uMkhuze, Lake Sibaya, Coastal Forest and Kosi Bay<br>• Natural heritage (St' Lucia, Black Rock, Sodwana Bay to Kosi Bay)<br>• Natural habitat for sea animals<br>Big 5 Hlabisa falls within one of Isimangaliso's destinations as mentioned above and part of Nibela is the closest ward to Isimalingaliso |
| **Good Climate** | The entire district of Umkhanyakude District Municipality has the one of the best climatic conditions in KwaZulu Natal and South Africa which also benefits Big 5 Hlabisa, this includes the best sunshine and windy conditions (which is conducive for renewable energy generation); weather conditions for good agricultural activity. It is one a few areas that you can grow crops round the year. It also provides leverage for tourism |

| Element | DISCRIPTION |
|---|---|
| | development. Fish farming is one of the development interventions that need to be exploited. |
| **Cultural Heritage** | KwaZulu Natal has a total number of 294 Traditional Authorities and the entire district has 18 (eighteen) Traditional Authorities among eighteen Traditional Authorities Big 5 Hlabisa has 6 (six) Traditional Authorities positioning itself as one of the richest areas in KwaZulu Natal in terms of cultural heritage. Out of four wards in the municipality three wards are traditionally led. The following Traditional Authorities are found within Big 5 False Bay.<br>• Makhasa Tribal Authority – ward 02<br>• Nibela Tribal Authority – ward 04<br>• Mnqobokazi Tribal Authority – ward 01 |
| **Agriculture Potential** | Big 5 Hlabisa is rich in Agriculture and therefore major catalytic projects have been identified to unleash the agricultural potential. Hluhluwe is considered as one of the biggest pineapple growers. Stock farming is one of the prominent agricultural activities in the area. The favourable climatic conditions will strengthen agricultural interventions. |
| **Tourism** | In the case of the Big 5 Hlabisa municipality, the importance of tourism in the development of the local economy is accentuated by St Lucia World Heritage Site and the Hluhluwe- Imfolozi Game Park. Furthermore, the N2 Lubombo Spatial Development Initiative cuts across the municipality. |

### 4.7.6 MAIN ECONOMIC CONTRIBUTORS

**The following are the key economic drivers in Big 5 Hlabisa Municipality**:

1) **Tourism & LED:** Thirty-two (32) more business licenses have been recently issued. Tourism awareness has taken place at schools. Training of tour guides and crafters has been done. There is a need for pamphlets on B&Bs. Promulgation of bylaws and enforcement thereof is critical. There must be discussions with Farmers Unions to this end.

2) **SMMEs:** Working in collaboration with Small Business Development Agency (SEDA), the municipality has held workshops that culminated in the registrations of co-operatives and SMMEs. Informal traders have been assisted too. Forty (40) businesses have been assisted with funding and business plans. All wards will be assisted with SEDA support. Focus will also be on bylaw promulgation and enforcement thereof.

3) **Agriculture**: Poverty alleviation projects are underway and agricultural implements, provision of markets for feeding schemes in schools. Soil testing has been done in various areas. Arable land is available even though it has not yet been utilised. Fencing of arable land will be assist towards safeguarding agricultural opportunities.

4) **Mining**: In view of the fact that the Department of Mineral Resources (DMR) is in charge of applications for prospecting rights, it is essential that the municipality work collaboratively with DMR to ensure that all aspects of Spatial Planning Land Use Management Act (SPLUMA) are adhered to. It is noteworthy that in ward 13 there is abundance of coal.

### 1.4.6 EMPLOYMENT AND INCOME LEVELS

The average households income for Big 5 Hlabisa is R 57 218 and a much higher compared to other local municipalities in the district family and is depicted in the tables below and further to this table is income levels at a ward level

| MUNICIPALITY | 2001 | 2011 |
|---|---|---|
| **DC27: Umkhanyakude** | **101563** | **128195** |
| KZN271: Umhlabuyalingana | 26324 | 33857 |
| KZN272: Jozini | 33589 | 38849 |
| **KZN276: The Big 5 Hlabisa** | **16825** | **20584** |
| KZ 275 Mtubatuba | 24826 | 34905 |

**Table 18: Table: Distribution of population by household's income in Source Stats Census 2001 and 2011**

### 4.7.7 AGRICULTURE

The Municipality is currently compiling its Agricultural Development Plan which further guide development interventions within this sector and unleash the existing potential.

Improved agriculture production can be remedied by the introduction of sound agricultural management and irrigation.

The Big 5 Hlabisa area has varied agricultural potential. The area with the highest agricultural potential is the Mnqobokazi (ward 01). The following agricultural activities are undertaken

- Pineapple growing
- Sweet Potatoes
- Essential Oil
- Sugar cane
- Sugar Beans

- Timber plantation

The municipality intends to further facilitate local processing; currently there are engagements with COGTA and Agriculture on sweat potatoes production and processing locally. There are current engagements with Department of Trade & Industry on local pineapple processing which are however not yet at an advanced stage, but there are some deliverables which would be realized during 2020/2021

The agricultural potential in ward one is followed by Nibela (Ward 04) which has distinguished itself on small scale fishery

Soil conditions and climate culminate to create the perfect conditions for pineapple production, and the Hluhluwe has distinguished itself in producing 98% of table pineapples in the country. Queen and Cayan pineapples are sought after for the fresh fruit market.

The municipality works with Department of Agriculture on the following food security projects:

- Community gardens
- Poultry

### 7.7.8. TOURISM

UMkhanyakude District is recognized by the KwaZulu-Natal Tourism Authority (KZNTA) as a unique tourist destination within the Province, and has potential to develop into a world-class destination. This is based on the districts rich and diverse natural resource base and the strategic location of the district, which positions it to benefit from the SADC development initiatives. The Lubombo Spatial Development Initiative, Lubombo/ Transfrontier Conservation Area and UMkhanyakude District Municipality all identifies tourism as a leading economic and growth sector that needs to be promoted within the district.

The primary attractions within UMkhanyakude District include a combination of various wildlife and coastal zones, previously marketed as a component of ‘Zululand’, with a number of individual tourism publicity associations focusing on individual areas such as Maputaland, Hluhluwe and St Lucia. It appears that the current status is one of being a previous component of ‘Zululand’ and developing its own identity.

### 4.7.8 SMALL MEDIUM AND MICRO ENTERPRISES (SMMES)

The development of mass trading is one of the most important developments in the political economy of Big 5 Hlabisa Municipality. The creation of employment and income opportunities for thousands, and the provision of cheap and symbolically important goods and services to urban marginal, have resulted in informal trade drastically changing the lives of the poor and has forced forward redefinition of Big 5 Hlabisa life, space and culture. The majority of the informal traders are women; the emergence of street trading is a history of active and defiant women creating a productive sphere for them in an oppressive environment.

In response the above Big 5 Hlabisa has developed Informal Trading Policy, which addresses amongst other things the improved management and control of informal trading
The focus on SMME development for Big 5 Hlabisa as a critical factor for economic growth means that the municipality must promote the economic change through channels, the established firms, markets and new entrepreneurial businesses.

It is important to recognize that supporting SMME development at a local government level, involves creating linkages and networking among the local agencies concerned with the different components of SMME development, as well as building sustainable partnerships among local government bodies, government organizations', the private sector, NGOs, and communities, in order to ensure continuing support for SMMEs to grow, sustain and expand their businesses.

**Currently the municipality is involved in the following interventions**

- Increased agricultural production
- Capacity building and training
- Reduction in unemployment rate
- Employment creation
- Social development
- Support to existing enterprises
- Poverty reduction
- Avail municipal land to SMME

### 4.7.9 INFORMAL SECTOR

The municipality has developed the informal trader's policy and it has been approved by the council. The informal economy makes an imperative influence to the economic and community life of most South Africans, including most residents in Big 5 Hlabisa. It established quickly in the 1990s due to

deregulation of the economy and the changeover to a self-governing political system. The informal economy in Big 5 Hlabisa municipal area is ranging from street traders and shebeen owners to child career and domestic workers.

**The following is the list of activities falling within the Informal Sector**

- Street traders
- Hairdressing and hair cut
- Traditional medicine
- Restaurants/ Food outlets
- Traditional wear,
- Shoes and shoe repairs
- Trader in pedestrian
- Taxi drivers
- Traders found in public open spaces

### 4.7.10 MANUFACTURING (INDUSTRIAL)

Although commerce and industry comes third after services and agriculture as an economic driver but, it is not a major one. At present this is dominated by retail and business services such financial institutions and retail outlets. Big retail outlets are still not located in the municipality. This can be attributed to the low purchasing power parity in the municipality as demonstrated by low levels of employment and low levels of earnings.

Wholesale and industry represents about 14% of the economic activities in the municipality. Big 5 Hlabisa is the major economic hub of the municipality with various government services centers, retail outlets and retail banking and other financial services centers being located in the town.

Currently there are no major industrial activities taking place in the Big 5 Hlabisa municipality. Light industry has also not taken place as it could have been. This means that all major commodities and needs of the communities in the municipality are imported from Richards Bay, Empangeni and other major centers.

This is an area with a potential for growth and again the development of a Commerce and Manufacturing Plan by the municipality may be necessary to identify and package opportunities, particularly for small business development.

### 4.7.11 THREATS AND RESTRICTIONS FACING MANUFACTURING SECTOR

Challenges Facing Manufacturers in Big 5 Hlabisa Municipality are:

- Skills Shortages;
- Lack of Water and Electricity, and
- Planning & Zoning Regulations

### 4.7.12 EXPANDED PUBLICS WORKS PROGRAMME

EPWP is a key government initiative which contributes to Government Policy Priorities in terms of decent work and sustainable livelihoods; it also seeks to ensure provision of poverty and income relief through temporary work for the unemployed to carry our social useful activities.

The Big 5-Hlabisa Municipality is currently participating in the phase three EPWP initiative. It must be noted that the Municipality did not participate in the previous two phases. In this phase the Municipality has received R **1 million** grant/funding from the National Treasury and as a result **151 job** opportunities and **18** Full Time Equivalents (FTEs) were created during the financial year (2020-2021). The participants are divided into different wards and are working on three different projects, and these are listed below:

- Hluhluwe Town Beautification
- Roads and Infrastructure Development
- Storm water drainage
- Hlabisa Town Beautification

The project targets will be achieved and within the budget received. Through this initiative, it must be noted that the Municipality is now responding to issues of waste management and refuse collection. Of particular importance, the participants were recruited from all wards of the Municipality and the initiative has received a reasonable support from the community.

### 4.7.13 .SERVICES

Big 5 Hlabisa Municipality is main service center\ and the following government departments are in existence:

- Medical
- Education
- Home Affairs
- Safety and Security

- Agriculture
- Transport
- Social Development.

### 4.7.14 MINING

Mining has not been identified as a major economic driver in Hluhluwe but there is an existing quarry in ward 3 and their registration and mining permit will liaised with Department of Minerals & Energy. There is however a potential for river soil mining in ward 01 and ward 04, at this stage feasibility has not been confirmed but consideration will be made in 2020/2021.

### 3.7. 15 BIG 5 HLABISA LOCAL MUNICIPALITY LED PROJECTS

### (A) LED CURRENT PROJECTS

| **Name of Project** | **Description** | **Budget** |
|---|---|---|
| Informal Traders Market Stalls | This project is implemented at Hluhluwe Town Ward 5. | We are funded by AFROMATE |
| Dukemini Primary Co-operative | This is a crafters project implemented in the area of Nibela Reserve at Ward 4 | It is funded by Edtea with a total of **R 2 975 000.00** |
| Akhona Amaciko Primary Co-operative Limited | This is a sawing project implemented in the area of Mpembeni next to Thandanani Store | It is funded by Edtea with a total of **R 148 003.00** |

### (B) LED PROPOSED PROJECTS

| **Name of Project** | **Ward** | **Partnership** |
|---|---|---|
| Tourism Informal Centre | 5 | EDTEA |
| Umuziwokhokho homestead | 2 | OPERATION VULA % EDTEA |
| Nyakaza Market Stall | 1 | DTI, EDTEA & DEDT |
| Hluhluwe Market Stall | 5 | DTI, EDTEA, DEDT & AFROMATE |
| Hlabisa Market Stall | 12 | IDC, DEDT & EDTEA |

| | | |
|---|---|---|
| Hlwathi Market Stall | 6 | EDTEA, IDC & DEDT |
| Sweet Potato Market | 1 | EDTEA |
| Food & Fruit Processing and packaging Market | 5 | AGRI, DEDT & EDTEA |
| Essential Oil | 11&1 | IDC & AGRI |
| Pineapple Processing Plant | 4 | AGRI, IDC & EDTEA |
| Sugar Cane Growing | 1 | AGRI, IDC & EDTEA |
| Cotton Project | 10 | AGRI, DEDT & EDTEA |
| Maize Meal Plant | 5 | DTI, AGRI, DEDT & EDTEA |
| Poultry Project | 6&8 | EDTEA, AGRI & DEDT |

### 4.7.15 LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS

| STRENGTH | WEAKNESSES | OPPORTUNITIES | THREATS |
|---|---|---|---|
| • Productive agricultural regions especially in all part of the municipality<br>• Thriving informal trade in Hlabisa town as well as Hluhluwe Market<br>• Decent tourism accommodation facilities<br>• | • Limited access to capital<br>• Lack of manufacturing industries<br>• Access to productive land<br>• Poor marketing of the tourism sector<br>• Poor investment opportunities | • Reasonably strong infrastructure linkages with Mozambique and Swaziland<br>• Possible support from business sector and donor agencies<br>• Subsistence farming which could be expanded to commercial | • High poverty and unemployment levels<br>• Overdependence on Government grants<br>• High services backlog |

Table 51: SWOT analysis: LED

## 4.8 SOCIAL DEVELOPMENT ANALYSIS

### 4.8.2 BROAD BASED COMMUNITY NEEDS -2012/2015 - 2020/2021

During the analysis phase of the IDP the consultative meetings held as mentioned in section A of the document where the councilors and the mayor, councilors and the IDP unit visited the community to identify critical issues on ground. Analysis was out of the issues raised and the municipality had several strategic sessions where the strategic objectives were developed for future development of the communities. The strategic objectives were developed and articulated in section D of this document. Programs and Projects are also further outlined in section H of the document. In summary the following needs have been prioritized.

### 4.8.3 EDUCATION

The uMkhanyakude family has the lowest educational levels as compared to other districts according to the Stats SA Census 2011. The enrolment at primary schools has been improving since 1996. The numbers of children with primary education and that have some secondary education and have completed it have also been increasing. The number of households with access to higher education and that have been able to complete it are very low and therefore require some attention.

It is however noted and becoming a concern that the matric pass rate has not been favorable since 2008 and is depicted in the table below the pass rate was provided by the Department of Education. The access to educational facilities is analyzed under Service Delivery and Infrastructure Development subtopic community facilities.

### 4.8.4 HEALTH

The municipality does not directly provide this service but works with the Department of Health on Local AIDS council and provided a venue for mobile health in ward 03. The environmental health is provided by the uMkhanyakude District Municipality and officials are deployed for each local municipality.

4.8.4.1 Accelerate prevention to reduce new HIV, TB and STI infections Reduce new infections to less than 30 000 by 2022 through combination prevention interventions

| Description | Number |
|---|---|

| | |
|---|---|
| Client tested | 12 404 |
| Male Condoms Distributed | 646 174 |
| Female Condoms Distributed | 40 457 |
| Total Condoms Distributed | 686 631 |
| Ante – natal first visit before 20 weeks rale | 155, 42% |
| Infants 1st PCR test positive around 10 weeks | 0.67% |
| Child rapid after HIV test | 0% |
| Termination of Pregnancy in facility 10-19 years | 11 |
| Infant death | 1 |
| | |

#### 4.8.4.2 Reduce TB increase

| Description | Number |
|---|---|
| TB Symptoms Child under 5 years screened for TB facility rate | 89% |
| TB Symptoms 5 years and older screened for TB facility rate | 89% |
| Male Urethritis Syndrome | 413 |
| STI treated – new episode | 488 |
| STI partner treated | 21.6% |

### 4.8.5 SAFETY & SECURITY

Safety and Security is categorized as follows:

#### I. PROTECTION SERVICES

Protection Services comprise of the following sections:

- Traffic Management
- Disaster Management

#### II. FIRE PROTECTION

This component has been institutionalized and according to the official organogram it is part of Protection Services. The municipality undertakes community awareness sessions on fire hazards and prevention. In the case of fire related disasters the municipality has access to tents and blankets from UMkhanyakude District Municipality which are distributed based on the assessment report.

III .**Community Policing Forum**

Big 5 Hlabisa has prioritized issues of safety and security and has managed to establish the following forums to address issues of safety and security, however this function need to be replicated at the ward level.

Community Policing Forum

Community Policing Safety Committee

The following crime activities are reported

- House Breaking
- Stock theft
- Rape

The main purpose of this forum is to mobilize the participation of community structures on issues of crime awareness and prevention.

## IV.TRAFFIC MANAGEMENT

Currently the municipality provides Traffic Law Enforcement, renewal of drivers licences, renewal of motor vehicle license and payment of traffic fines. There is a well-established Drivers Licence Testing Center in Hlabisa which is fully functional. There is also a project complete for Leaner Driver licensing in Hluhluwe that is that operational. The facility for Leaners License is complete.

### 4.8.6 COMMUNITY DEVELOPMENT

Community development involves youth development, development of people with disabilities and various programmes are coordinate at both the district level and at a municipal level. There are programmes to empower the community on the issues that seeks to address social ills

### 4.8.7 DEVELOPMENT OF THE PEOPLE WITH DISABILITIES, ELDERLY, WOMEN AND YOUTH

The municipality is actively involved in empowerment of people living with disabilities. Various Interventions including facilitation of bursaries and capacity building are ongoing. The municipality actively participates in the disability forum at the district level and has its own forum at a ward level and municipal level and local disability forum has recently been established.

There is currently elderly forum at a municipal level, and also in the district level. The municipality facilitates golden games at ward level and local level.

The youth development forum establishment is at an advanced stage at all ward levels and currently being re- established at a municipal level.

Women empowerment is considered as a priority and the forum is being established at ward level to address issues affecting women furthermore OSS is live and vibrant in a number of issues. There is women forum at the district and the municipality actively participates. The awareness campaigns on 16 days of activism are also facilitated with all relevant sector departments.

HIV/AIDS and crime are most prevalent in the municipality. Social crime prevention will be developed in consultation with key stakeholders. There has also been increase in drug abuse, however communities are involved in dealing with social ills through the ward drugs action committee. It is hoped that this intervention will contribute to reduction of crime and drug related incidents.

### 4.8.8 SOCIAL DEVELOPMENT: SWOT ANALYSIS

| STRENGTH | WEAKNESSES | OPPORTUNITIES | THREATS |
|---|---|---|---|
| • Institutionalisation of special programs<br>• Functional Operation Sukuma Sakhe<br>• Establishment of Drug abuse action committes | Some positions on Special Programmes are unfunded | Government support through Programmes like Operation Sukuma Sakhe, Civil Society support | • HIV/AIDS prevalence<br>• Uncoordinated social services<br>• High poverty levels |

## 4.9. FINANCIAL VIABILTY AND MANAGEMENT ANALYSIS

## THREE YEAR SYNOPSIS OF FUNDS RECEIVED, SPENT AND UNSPENT

### 4.9.1 FINANCIAL VIABILITY & MANAGEMENT

Big 5 Hlabisa municipality's Constitutional Mandate of ensuring the provision of services to communities in a sustainable manner requires long term financial sustainability to support the service delivery objectives. Long term financial sustainability must be ensured by the application of sound financial principles, strengthening of financial management systems and promotion of transparency.

The multi-year budgeting method is currently being used to ensure stability. The method balances funding of capital expenditure with the impact on future operational budgets in the medium and long-term. Sound financial principles must be addressed by ensuring that compliance to legislation is maintained and policies, delegations, roles and responsibilities are properly monitored. The municipality is grant dependent and cannot fund capital projects in the short and medium term.
This is a key strategic area in ensuring that Big 5 Hlabisa Municipality is well capacitated and in a healthy financial state to effectively provide service delivery within the municipal area. The section is responsible for the following

- Financials
- Revenue Management
- Financial Structure and Liquidity
- Supply Chain Management

There is a three year synopsis of funds received, spent, unspent, source of funding, variance tables and contingency plans to address challenges such as delays in implementation of projects in this current financial year. In the 2015/2016 financial year, there were no unspent funds. In 2016/2017 financial year there was an unspent amount for electrification funded by National Treasury through the department of Energy. The municipality spent this balance in the 2017/2018 financial year by end of September 2018.

**Table 75 Capital Funding and Expenditure**

| GRANT NAME | 2019/2020 | 2018/2019 | 2017/2018 |
|---|---|---|---|

| | Received | Spent | Unspent | Received | Spent | Unspent | Received | Spent | unspent |
|---|---|---|---|---|---|---|---|---|---|
| **MIG** | **R21 357 000.00** | **16 059 231.00** | **60 28 528.44** | **R21 000 000.00** | **20 269 240 .26** | **730 759.74** | **R21 664 000** | **2166 4000** | |
| **INEG** | **R16 000 000** | **13 959 654.19** | **20 403 45.81** | | | | **14 000 000** | **13 622 984** | **39 650 595** |
| **Massification Electrification** | **-** | **R241 5000** | **16 615.36** | **R58 000 000.00** | **554 884.64** | **258 115.36** | | | |

The projects are indicated in order of prioritization and duration of each project. A Capital Budget - The IDP has a schedule of projects identified for 2019/2020 f/y, funding attached, source of funding, project name linked to the grant/donor source, progress on project (whether new or ongoing) and duration of each project.

**Table 76 Capital Projects**

| PROJECT NAME | TYPE OF ACTIVITIES | SOURCE OF FUNDING | 2019/2020 | 2020/2021 | 2021/2022 |
|---|---|---|---|---|---|
| **Municipal Roads** | | | | | |
| Nkositini Gravel Road | | MIG | R 500 000.00 | | |
| Osakwini Road & Couseway | | MIG | R2 318 199.91 | | |
| | | MIG | | | |
| **Community Halls** | | | | | |
| Madondo Community Hall | | **MIG** | **R 200 000.00** | | |
| Hlabisa Taxi Rank | | **MIG** | **R1 730 000.00** | | |
| KwaSmolo Market Stalls | | **MIG** | **R1 200 000.00** | **R1 572 948.78** | |
| Ebuvumbeni Community Hall | | **MIG** | **R4 000 000.00** | | |
| Umgwenya Community Hall | | **MIG** | **R4 000 000.00** | | |
| Enqutshini Community Hall | | **MIG** | **R4 000 000.00** | | |
| Gazu Station | | **MIG** | | **R 6 000 000.00** | |
| Hluhluwe Town Rehabilitation of Mast Light | | **MIG** | | **R2 000 000.00** | |
| Eziphuthwini Community Hall | | **MIG** | **R4 000 000.00** | | |
| Phumlani High Mast Light | | **MIG** | **R2 000 000.00** | | |

| | | | | | |
|---|---|---|---|---|---|
| Hlabisa vehicle Testing Station | | **MIG** | | **R4 6 00 000.00** | |
| | | | | | |
| | | | | | |
| **Sports Grounds** | | | | | |
| **Jabhisa Sport field** | | **MIG** | **R 350 000.00** | | |
| **Ezibayeni Sport field** | | **MIG** | **R1 000 000.00** | | |
| **Nibela/Bangizwe Sport field** | | **MIG** | **R1 000 000.00** | | |
| **Hlambanyathi Sportfield** | | **MIG** | **R1 000 000.00** | | |
| **Upgrade Hlabisa Sport Ground** | | **Sport and Recreation** | | **R3982 185.00** | |
| **Electrification** | | | | | |
| **Siyabakhanyisela Projects** | | **INEP** | **R16 000 000.00** | | |
| | | | | | |
| | | | | | |
| | | | | | |

The investment register is provided. All funds transferred to the municipality as Grant funding are invested as short term investments or call deposits.

**Table 77 Invested Grants**

| Bank/Financial Institution | Investment Type | Amount |
|---|---|---|
| FNB | Call Account | R1 181 786.18 |
| FNB | Call Account | R2 562 062.29 |
| Merchantile Bank | Deposit Account | R 18 443.66 |
| NEDBANK | Call Account | R 96 017.37 |
| FNB | Call Account | R8 105 481.55 |
| FNB | Call Account | R 832 248.58 |

### 4.9.2 SOCIAL AND ECONOMIC REDRESS VIA INDIGENT MANAGEMENT

The indigent policy is in place and reviewed annually. There is an indication of the number of registered indigents on the indigent register which is 719 people but the register is under review and the numbers will change.

In the 2019/2020 financial year budget allocation for free Basic Services is R 850, 000.00.

The category of indigent support the municipality is providing is free basic electricity. The municipality is not providing any other services except property rates and refuse collection whereby the category of households is not billed for property rates and not yet billed for refuse collection.

**Table 78 INDIGENT SUPPORT PER YEAR**

| YEAR | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|---|---|---|---|---|---|
| AMOUNT(R) | 618, 000.00 | 648, 000.00 | 696, 000.00 | 850,000.00 | 850,000.00 |

In the 2016/17 financial year the indigent support was estimated at R…….. the reason for this was the municipality did not have an indigent register and the figure was just estimated. So other than the R…….. Estimates of 2015/16 the indigent support has been kept around R……. and the support has been increasing gradually from 2016/17.

There is a monitoring mechanism to ensure that the budget allocated for people with disabilities is fully utilised.

### 4.9.3 REVENUE RAISING STRATEGIES

The revenue raising strategy is provided. The revenue enhancement strategy is included in the SDBIP for finance to be reviewed in the current financial year which would be implemented in the 2018/2019 financial year.

The measures have been made by management to encourage the rate payers to pay their property bills for the municipality, meetings have been held and discounts were issued by council to try and enhance collection. The municipality has realized improvements in the revenue collections after the engagements made above.

### 4.9.4 DEBT MANAGEMENT

The municipality is providing the following service property rates and refuse and refuse collection. It is also having debtors from rental of facilities and traffic debtors. The debtors age analysis is provided and is for property rates, refuse removal and rental of facilities.

**Table 79 Debtors Age Analysis**

| Customer | 2020/2021 | 2019/2020 | 2018/2019 | 2017/2018 | 2016/2017 |
|---|---|---|---|---|---|
| National Government | NEXT F/YEAR | 3 187 030,23 | 3, 937, 608.30 | 1, 317, 378.76 | 3, 069, 032.63 |
| Business and commercial | NEXT F/YEAR | 7 712 228,93 | 5, 920, 518.81 | 3, 033, 418.84 | 4, 651, 660.61 |

| | | | | | |
|---|---|---|---|---|---|
| Other Traditional Authority | NEXT F/YEAR | 1 860 648,83 | 1, 568, 303.44 | 1, 568, 303.44 | 1, 568, 303.44 |
| Other Municipality | NEXT F/YEAR | 0,00 | 0.00 | 0.00 | 0.00 |
| Other Debtors | NEXT F/YEAR | 31 235 826,12 | 29, 859, 912.23 | 30. 199, 844.75 | 20, 312, 848.18 |

### 4.9.5 FINANCIAL MANAGEMENT

#### 4.9.5.1 SUPPLY CHAIN MANAGEMENT FUCTIONALITY

The Council of Big5Hlabisa Municipality adopted an amended SCM Policy on the 14th of May 2019. SCM Regulation 3(a) states that the accounting officer of a municipality must 3(a) promptly prepare and submit a draft supply chain policy complying with SCM regulations to the council of the municipality for adoption and reg 3(b) at least annually review the implementation of the policy, he/she may submit proposals for the amendment of this Policy to the council, and such amendments must comply with the legislative requirements.

National Treasury issued Circular 62 and Circular 69 which municipalities must comply with. The practice notes and the circulars issued, prompted that the SCM Policy be reviewed and amended accordingly to align it with the legislative requirements. The SCM policy for 2019/2020 was submitted to the council with the Final Budget and other budget related policy. National Treasury has introduced the new policy on model SCM policy for infrastructure Procurement and Delivery Management was also adopted by the Council.

The SCM unit does not experience any challenges which lead or may lead to delays on the implementation of the procurement plan and with the compliance of the SCM policy. The unit is supported by the CFO and all other HODs including the accounting officer to ensure should any challenge arise, it can be dealt with properly and timeously.

The municipality prepares the procurement plans which are aligned to the SDBIP (Finance SDBIP 2019/2020 includes implementation of procurement). The SCM management displays cohesiveness to assess whether the primary objectives of service delivery are met and include the statement on functionality of bid committees which are in place and functional, as well as time frames from advert to award. There is an irregular expenditure register in place that indicates the amount, root cause and the treatment. To all bids awarded, functionality was achieved and there is no tender that was awarded after expired date.

Big 5 Hlabisa Municipality subscribes to The Revised Preferential Procurement Regulations 2017 ("PPPFA Regulations 2017") issued in terms of the Preferential Procurement Policy Framework Act, 2000, came into effect on 1 April 2017. Organs of state may elect to apply so-called pre-qualification criteria aimed at the promotion of tenderers with specified broad-based black economic empowerment contributor status levels, exempt micro-enterprises ("EMEs") or qualifying small enterprises ("QSEs"), and/or tenderers that commit to sub-contracting at least 30% of the rand value of the contract to EMEs or QSEs with at least 51% ownership by black people, including those with disabilities and those living in rural or underdeveloped areas or townships, black youth, black women, black military veterans and, co-operatives owned by black people. The municipal SCM policy makes provision for the disabled to quality for tenders and the disabled are encouraged to bid.

### 4.10. ASSET AND INFRASTRUCTURE

The municipality has a Fixed Asset Register which detects the life span of the individual asset recorded in the FAR. The acquisition of new asset is determined by the needs and the life span of existing asset. The municipality as recently develops the repairs and maintenance plan which assists the municipality to maintain the assets to its original condition.

For 2017/2018 financial year the municipality maintained the percentage to be within 2%. The improvement will be required around the monitoring of the implementation of the existing plan.

The asset and renewal plan is in place. It is feasible and supported with an operations and maintenance plan, The Plan accommodates a realistic budget towards repairs and maintenance. The Plan accommodates a realistic budget towards realistic budget towards repairs and maintenance. The budget allocation is within the norm of 8%. The budget forecast for the three prior years is incremental.

## 4.11. REPAIRS AND MAINTENANCE

The repairs and maintenance has been budgeted for against the total; non – current asset (ppe & investment property where the norm is 8 %).

### 4.11.1 FINANCIAL RATIOS

The table below reflects the municipality's financial ratios, which is an illustration of the municipality's financial status.

| Ratio | 17/18 | 18/19 | 19/20 |
|---|---|---|---|
| **Cost coverage ratio:** The interpretation of this ratio is that in the 2017/2018 financial year with the cash thy have it will take up 03months to meet its financial obligations without having to get additional revenue. In 2018/2019 financial year the ratio dropped to 2 months, this is an indication that cash balance has dropped and if this trend continue to drop the municipality could find itself in a serious cash flow problems where they might not be able to meet their financial obligations. | 1.00 | 1.01 | 1.03 |
| **Current ratio ( current assets to current liabilities):** The interpretation of this ratio is that in the 2017/2018 financial year the municipality is able to pay back its short term assets (Cash, inventory & Receivables). If they fall due at any specific period. In the 2017/2018 financial year the ratio dropped from 3, 75 to 1.3 which indicates that the municipality liquidity position is dropped. The norm is that the should be 1.5 and above. Since has dropped to 1.3 in 2017/2018 financial challenges and there is risk that non – current assets will need to be liquidated to settle current liabilities. | 1.07 | 3.21 | 3.46 |
| **Capital expenditure to total expenditure:** The ratio assess the level of capital expenditure to total expenditure which indicates the prioritization of expenditure towards current operations versus future capacity in terms of municipal services. The norm ranges between 10% and 20%. In the 2015/2016 financial year the ratio was 31 % and if dropped to 27% in 2016 /2017 financial year which is an indication that the prioritization of service delivery in | 13.81% | 13.28% | 13.36% |

| | | | |
|---|---|---|---|
| 2016/2017 financial year dropped by 4% when compared to 2015/2016 financial year | | | |
| **Debt to revenue :** The municipality does not have loans that is why the ratio is 0% for both financial years. | 0% | 0% | 0% |
| **Collection ratio:** The ratio indicates the collection rate, it also measures increase or decrease in debtors relative to annual billed revenue. The norm is 95% . in 2015/2016 financial year the collection rate was 52% and it increased to 60% in 2016/2017 financial year . This ratio also indicates the effectiveness of the Credit Control and Revenue Management systems and policies | 80.62% | 70% | 70% |
| **Remuneration Employee and Councillors to total expenditure :** This ratio measures the extent of remuneration to total operating expenditure. The is 25% and 40%. In 2015/2016 financial year the ratio was 27% and in 2016/2017 financial year it is 30% which is within the norm, and it indicates the efficiency and it indicates that the municipality was not overstaffed. | 56% | 55.53% | 61.60% |
| **Distribution losses : Electricity /water :** The municipality does not provide the water and electricity services that is why the ratio is 0% | 0% | 0% | 0% |

## 4.12 LOAN BORROWINGS AND GRANT DEPEDENTS

The municipality does not have borrowings or loan.

## 4.13 EXPENDINTURE MANAGEMENT

The tables below present the municipalities operating revenue and operating expenditure.

**Table 81 Operating Revenue**

| OPERATING REVENUE | 2019/2020 | 2020/2021 | 2021/2022 |
|---|---|---|---|
| Operating Grants | 132,661,000 | 138,976,000 | 149,931,000 |
| Capital Grants | 21,357,000 | 22,344,000 | 23,764,000 |
| Own Revenue | 21,192,000 | 18,483,000 | 19,223,000 |
| Interest | 900,000 | 936,000 | 973,000 |
| **Total** | **176,110,000** | **180,739,000** | **193,891,000** |

**Table 82 Operating Expenditure**

| OPERATING EXPENDITURE | 2019/2020 | 2020/2021 | 2021/2022 |
|---|---|---|---|
| Councilor allowance | 7,930,000 | 8,247,000 | 8,577,000 |
| Employees related costs | 81,538,000 | 87,245,000 | 93,352,000 |
| General Expenses | 75,792,000 | 76,373,000 | 82,499,000 |
| Repairs and Maintenance | 5,500,000 | 5,720,000 | 5,949,000 |
| Provisions | | | |

| | | | |
|---|---|---|---|
| **Total** | **170,759,000** | **177,586,000** | **190,377,000** |

The municipality has the ability to meet its operational expenses over the next year.

### 4.14. AUDITOR GENERALS AUDIT OPINION

Our Municipality received **Qualified Audit Opinion** in the year 2017/2018

A table summarizing the AG opinion, responses and action (AG Action Plan) that the municipality will undertake to address them is attached as an annexure.

### 4.15. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT SWOT

**Table 83 Financial Viability and Management SWOT**

| **STRENGTHS** | **WEAKNESS** |
|---|---|
| Municipality has a Sound Financial Management.<br><br>Effective financial Management system for records keeping for a municipality including implementation of MSCOA. | The municipality is grant reliant or grant dependent.<br><br>Lack of adequate monitoring of implementation plans and internal process and procedures for effective utilization developed systems. |
| **OPPORTUNITIES** | **THREATS** |
| The municipality have a room to increase or enhance own generated revenue through identified revenue streams<br><br>The Municipality will have a standardized reporting format which will be understood at provincial and national level | Withholding of conditional grants by national department will result to no service delivery.<br><br>Non-compliance with MSCOA, which could result in no transfer on equitable share to the municipality as per the legislated date. |

### 4.16. CHALLENGES

Challenges encountered by the Supply Chain Management Unit relate to the following:

- Demand management has not been institutionalized and the function is not staffed.
- Rotation of service providers not adhered to;
- Preferential procurement from previously disadvantaged individuals relies on procurement point's allocation for all service providers.
- Risk and performance components of procurement strategies of the institution not functional;
- The section has not been budgeted and therefore staffed, and has not been factored into the strategic function of the supply chain system of the institution
- The disposal section or component of the section is not functional;

- There is also no system in place to detect service providers in the service of the State, hence Auditor General does have the system and negatively affects the audit opinion.

The above analysis gives an ideal situation which will allow the output and outcomes of the Supply Chain System of the municipality to be realized as derived from the applicable legislations and policy, i.e. BCM SCM policy, MFMA, BBBEE and PPPFA} aimed at not only procuring services and goods of the municipality as per the IDP strategic objectives and within the available budget and period, but also to skew the procurement spent in a manner that will ensure a Supply Chain System that assists in job Creation in the region, beneficiation of vulnerable groups (women, youth, disabled and historically disadvantaged groups), promotion of skills and capacitating small businesses, circulation of the rand spent within the municipal area to boost and encourage the economy within the region.

## 4.9 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

### 4.9.2 GOOD GOVERNANCE ANALYSIS

The Municipality values the participation of its residents in governance. To this end, the Municipality has established Ward Committees in all 13 wards. Ward Committees provide an important vehicle for the Municipality to consult with its communities. In addition to Ward Committees, the Municipality has initiated other mechanisms of deepening and broadening public participation. The residents are also engaged through their participation in sectorial and other forums. The Municipality's public participation is occasionally reinforced by District izimbizo particularly IDP/Budget consultative meetings and outreach programmes. The Municipality are currently reviewing our public participation strategy so as to reflect an integrated approach.

The Anti – corruption strategy is in place and the Municipality has not experienced incidents of fraud and corruption. As one of its priority areas, the Municipality recognises the importance of the previously marginalised sectors, including youth, women, children, aged and people with disabilities.

One of the key challenges facing the Municipality with regard to sector development is the integration of sector activities with the municipal planning systems.

### 4.9.3 NATIONAL AND PROVINCIAL PROGRAMMES

1. OPERATION SUKUMA SAKHE (OSS)

The Municipality embraces Sukuma Sakhe as platform to address issues at a ward level. It is institutionalized within the municipality and chaired by the Mayor. The war rooms were fully established in all wards and chaired by the ward councilors. Sectorial representation has improved. The municipality will further strengthen institutional arrangement of OSS under Community Services Department. This programme serves as a vehicle between all sectors in development planning and wellbeing of the communities. Briefly issues ranging from poverty alleviation and social ills are addressed by the municipality and spheres of government. The municipality also participates in the annual Public Service Week as part of OSS intervention.

**2. PROGRESS MADE WITH THE ROLL OUT OF OPERATION SUKUMA SAKHE CONSOLIDATION MUNICIPAL AREA OF JURISDICTION**

The OSS program was rolled out in all 13 wards as from the project launch during the Service Deliver Week launched by the Premier in 2018.

The Local Task Team resolved to visit all wards for the purpose of electing Ward Task Teams to meet on regular basis so that the profiling of all families with cases to be referred to Sector Departments is done accordingly at a ward level. All WTT were established in all ward and the Municipality allocated

a Manager in each ward to offer support and resources. These WTT meets monthly. Even though there are challenges caused by other department not attending such WTT meeting but the profiling has happened and cases were referred to various department for interventions.

Ward 4 has been entered to the Premiers Services Excellence Awards because of the activities and effective interventions they have done in their area of operation. The Local Task Team meets every quarter to listen to reports from Ward Task Teams so that issues beyond local control will be elevated to the District Task Team for their intervention.

## 3. INTERGOVERNMENTAL RELATIONS (IGR)

Big 5 Hlabisa Local Municipality is responsible for facilitating inter-governmental relations within its area of jurisdiction. In line with the Intergovernmental Relations Framework Act, the municipality has taken upon itself to improve intergovernmental engagements to ensure that proper intergovernmental planning guide public, private and donor investment in the municipality.

Intergovernmental Relations were revived and some were established in 2013, with the purpose of addressing issues of common interest within the district and beyond. The functionality has however not been satisfactory during 2018. The IGR structures are coordinated at a District Level, however we as the local municipality monitor the attendance and collect the resolutions from different structures for implementation.

The District Municipality send the calendar on meetings for such structures and there are as follows

### 4.9.4 DISTRICT IGR STRUCTURES

#### A. DISTRICT MAYOR'S FORUM

The Forum consists of all the Mayors within the Family of Municipalities and chaired by the District Mayor. Issues of common alignment and common interest are deliberated upon in this forum

#### B. MUNICIPAL MANAGERS FORUM

The Forum consist of all Municipal Managers within the Family of Municipalities and forum is chaired by District Municipal Manager "a key forum for strategic alignment, co-ordination and integration" that serves as an inter-governmental structure where Municipal Managers in the district meet and deliberate on issues of common interest and integration.

#### C. CHIEF FINANCIAL OFFICERS FORUM

The Forum consists of all Chief Financial Officers within the Family of Municipalities. The forum mainly deliberates on matters of financial management and sustainability with the family. Best practices are also shared. This forum is chaired by the CFO from uMkhanyakude District Municipality

### D. TECHNICAL FORUM

The Forum consists of all Technical Directors within the Family of Municipalities and chaired by Municipal Manager from Jozini Municipal

### E. PLANNING DEVELOPMENT FORUM

The Forum consist of all IDP, PMS, LED and Development Planning, Environmental Planning and Management within the Family of Municipalities

### F. COMMUNITY FORUM

The Forum consist of all Community and Social Services within the Family of Municipalities

### G. COMMUNICATION (DCF)

The Forum consist of all Communication representatives within the Family of Municipalities.

### H. CORPORATE SERVICES FORUM

The Forum consists of all Corporate Services Directors representatives within the Family of Municipalities and is chaired by the Director Corporate Services from uMkhanyakude District **Municipality.**

### I.PROVINCIAL COMMUNICATION FORUM

The Forum consist of all Communication representatives within the Province.

### J.MUNIMEC

The Forum consists of all Municipal managers and the Mayors within the Province and chaired by the Cogta MEC.

### I. WASTE MANAGEMENT FORUM

A district- wide waste management forum was established. The issues of waste management within uMkhanyakude family are further deliberated upon to ensure environmental sustainability and that development of the future generation is not compromised. The forum comprises of the following stakeholders:

- UMkhanyakude District
- Department of Agriculture & Environmental Affairs
- Mtubatuba Municipality
- Jozini Municipality
- Big 5 Hlabisa Municipality
- International Labour Organization

### J. DEVELOPMENT PLANNING SHARED SERVICES (DPSS)

The Development Planning Shared Service is in place and has been functional since its inception in. The following issues for uMkhanyakude Family are addressed by DPSS:

- Spatial Planning
- Environmental Management
- Development Administration
- Geographic Information System
- Strategic Planning(IDP)
- Performance Management System

### K. DISTRICT TECHNICAL ADVISOR COMMITTEE (DTAC) ON PMS

The District Technical Advisor Committee is also in place. It comprises of all IDP Managers, PMS Managers, GTA PMS Specialist of uMkhanyakude family. The issues of performance management are deliberated upon to promote and strengthen performance management culture within the family municipality. Issues of capacity to cascade PMS to all levels have not been adequately addressed as some municipality do not have enough staff to execute the task adequately. The committee meets quarterly.

### 4.9.5 LOCAL MUNICIPAL STRUCTURES

The following governance structures are in existence for proper coordination of the development planning issues. The IDP process plan is in place and guides and informs development from planning to drafting of the document and its implementation as well as monitoring and evaluation.

### 1. IDP STEERING COMMITTEE (IDP SC)

The IDP SC is in place and functional and there has been a tremendous improvement since 2018/2019. The Directorates are all participative in the IDP process and the municipality would further enrol staff at levels for a better improved participation, though the subject has become standard agenda in some departments

### 2. IDP REPRESENTATIVE FORUM

The IDP RF is in place and serves the purpose to deliberate on development strategic agenda for the Municipality. The stakeholder participation is still a challenge. The Representation in the forum still needs to be strengthened. The issue is raised on IDP meetings at levels of Government but to date no improvements have been realised, but it is hope that it will be collectively resolved in the future.

### 3. COUNCIL

The Big 5-Hlabisa Council is responsible the strategic direction in line with the Municipal vision and approves the IDP upon its completion. The Municipality is keeping a good relationship with the Traditional leaders. Traditional leaders usually does not sit to the Municipal council meetings. The Municipality has an arrangement of meeting them at traditional leaders forum that is coordinated by the Municipality with an aim of updating them regarding service delivery.

### 4. MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

The MPAC is in existence in terms of chapter 12 of the Municipal Finance Management Act section 129 (MFMA). The committee is functional and its oversight role is improving. Capacity building is ongoing to further enhance its functionality

### 5. AUDIT COMMITTEE

Big 5 and Hlabisa both have audit committees in terms of chapter 14, section 166 of the Municipal Finance Management Act No. 56 (MFMA). The current audit committees are functional since the term of the audit committees end 30 June however transitional arrangements are on –going to ensure continuity, therefore.

### 4.9.6 STATUS OF MUNICIPAL POLICIES AND SECTOR PLANS

Policy Development was undertaken by Big 5 Hlabisa as one of the transitional measures to ensure continuity. The Corporate Service Department has been strengthened to ensure that policies are developed and reviewed annually. The municipality has capacity to develop and workshop policies. This will be further improved during 2019/20 to ensure that staff and council are in same understanding of policies and procedures.

The Municipality cannot operate in the absence of Bylaws. Some of the bylaws are in place, but there is still a gap due to financial constrain some of the Bylaws were developed but could not be gazette. Further information on the status of municipal by-laws is articulated in table below. The Municipality will source funding from potential funders and it has been included in the Implementation plan. The table will be updated and be detailed in the final document

### 4.9.7 MUNICIPAL RISK MANAGEMENT

Risk Management is considered as a crucial aspect at Big 5-Hlabisa to implement and maintain effective, efficient and transparent systems of risk management and control. The Municipality receives support from Provincial Treasury to conduct risk assessment and the workshop was conducted in July 2018. The municipality was able to get assistance in identification of risk and come up with strategies

in addressing issues raised. The Strategic phase (section D further deals with strategies to address areas of risk identified. A risk assessment committee was established and it is hoped that its functionality will strengthened during 2019/2020 Risk identified as major and crucial in the risk assessment workshop have been considered in the strategic phase of this document

### 4.9.8 PUBLIC PARTICIPATION ANALYSIS

In terms of chapter 4, section 16 and chapter of the Municipal Systems Act no. 32 of 2000, the municipality is required to involve the community in municipal affairs. The municipality ensures that its community is informed consulted and engaged on the following strategic issues:

- IDP
- Budget and
- Performance Management

The extent to which the community understand the above mentioned issues has not reach a level where the municipality will conclude is saying that public participation is at an adequate level. Some of the communities over a long period engagement with the municipality are beginning to understand some of the development issues, but majority still do not understand. This could be attributed to a number of aspects ranging from the level of understanding due to language and cultural berries and political issues and municipal institutional capacity to adequately implement public participation. The Municipality is currently reviewing its Public Participation Strategy and issues and it is hoped that public participation will be strengthened.

The municipality utilizes the following mechanisms for public participation which are articulated in the IDP Process Plan:

**Media** – Radio, and other print media Publications

**Website** – posting of strategic documents in the website in terms of section 75 of the MFMA

**IDP Representative Forum** – a forum for all stakeholders to deliberate on development.

**Road shows –** A district – wide IDP/Budget road show will be hosted in May to engage communities on Draft IDP and Budget. The IDP Public Participation meetings were convened as follows:

**Table 84**

| **IDP ROAD SHOWS** | |
|---|---|
| | |
| **DATE** | **WARD** |
| **28 March 2019** | Cluster A Ward 10,11,12,13 |

| | |
|---|---|
| **02 April 2019** | Cluster B Ward 6,7,8,9 |
| **03 April 2019** | Cluster C Ward 1,2,3,4,5 |
| **30 October 2019** | Cluster A Ward 10,11,12,13 |
| **15 October 2019** | Cluster B Ward 6,7,8,9 |
| **22 October 2019**<br>**06 November 2019** | Cluster C Ward 1,2,3,4,5 |
| **22 May 2020** | Cluster A Ward 10,11,12,13<br>Cluster B Ward 6,7,8,9<br>Cluster C Ward 1,2,3,4,5 |
| | |
| | |

#### 4.9.8.1 WARD COMMITTEE FUNCTIONALITY

The Big 5 Hlabisa is made up of only 13 wards. All thirteen (13) ward committees were established in August 2016. Some of the ward committee members participate well in Operation Sukuma meetings at War Room level. The participation of Councillor for ward 4 in Operation Sukuma Sakhe issues is highly appreciated. Challenges experienced with participation and what needs to be done to improve. The six wards on functionality status have managed to convene / hold their monthly meetings successfully and attended to the reported cases and also refer cases to the relevant stakeholders for interventions.

The last six War Rooms on poorly functional status have tried to convene meetings but are poorly attended by stakeholders, especial most Government Departments. The interventions are not made to resolve cases of the community. The is a lack of commitment from the side of War Room stakeholders. Support from deployed Managers to War Rooms is very important and they assist to draw attention of stakeholders to attend meetings and intervene on cases referred by a War Room, but very few management making positive contribution to war rooms functionality. There is a need to strengthen a support by deployed management to war rooms for effective participation to improve functionality of our war rooms.

**Table 85 functionality of War Rooms**

| **MUNICIPALITY AND NO OF WARDS** | **WAR ROOM FUNCTIONALITY (In the reporting period)** |
|---|---|

| | | | | |
|---|---|---|---|---|
| Big 5 Hlabisa Local - 13 Wards | **Fully Functional** | **Functional** | **Poorly Functional** | **Not Functional** |
| | 01 | 06 | 06 | 00 |
| | **Ward: 4** | **Ward: 2, 3, 7, 9, 11 and 12** | **Ward: 1, 5, 6, 8, 10 and 13** | |

### 4.9.9 GOOD GOVERNANCE & PUBLIC PARTICIPATION SWOT ANALYSIS

| **Strength** | **Weakness** | **Opportunities** | **Threats** |
|---|---|---|---|
| 1. Political stability<br>2. Functionality of Council committees and other stakeholders, e.g. the Local AIDS Council<br>3. Cooperation of traditional structures<br>4. Leadership accountability | 1. Financial Resources<br>2. Specialised personnel<br>3. Office space<br>4. Marketing strategy<br>5. Work relations and bad attitude | 1. Land<br>2. Involvement of other sectors<br>3. Talents exposure | 1. Community Protests<br>2. Poverty and unemployment<br>3. Climate change<br>4. Crime<br>5. Chronic diseases, e.g. HIV/AIDS, TB. |

### 4.9.10 COMBINED SWOT ANALYSIS

| **STRENGTHS** | WEAKNESSES | OPPORTUNITIES | THREATS |
|---|---|---|---|
| **KPA 01 : INSTITUTIONAL DEEVELOMENT & TRANSFORMATION** | | | |
| • Enough staffing according to the competency of individuals/ adequate human resources.<br>• Existence of good governance structures including the MPAC, Audit Committee but not limited to | • Insufficient skilled personnel i.e. environmental management, building inspectorate, IT<br>• Inability to retain & attract skilled staff<br>• Poor institutional memory<br>• Lack of office space | • Good relationship with Tribal authorities | • Inability to attract and retain staff |
| **KPA 02: BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT** | | | |
| • Strategic Location(R 22 & N2)<br>• Municipal buildings (habitable, functional)<br>• Plant & equipment (new fleet, fleet maintenance contract, fleet tracking system, fuel management system)<br>• Municipal infrastructure<br>• Roads (compliance with national road's legislation, functional roads) | • Infrastructure degradation & backlogs<br>• Municipal buildings (maintenance, shortage of space);<br>• Plant & equipment (old, under maintained, non-availability)<br>• Municipal infrastructure | • Coastline, bushveld and wildlife<br>• Municipal buildings (maintenance, shortage of space);<br>• Plant & equipment (old, under maintained, non-availability) | • Non-payment culture in community and government department;<br>• Inadequate resources to deal with increasing demands (financial constraints); |

| | | | |
|---|---|---|---|
| • Electricity (quality, sustainability, compliance to regulatory framework)<br>• Sanitation (compliance, functionality, maintenance contract);<br>• Public safety services;<br>• Community development;<br>• Social amenities management; and<br>• Sport and recreation development facilitation | • Lack of bulk infrastructure for new developments<br>• Roads (lack of roads in rural areas, road maintenance)<br>• Electricity (distribution capacity, under resourced, lack of electricity in rural);<br>• Sanitation (waste water treatment works capacity, lack of sanitation infrastructure in CBD);<br>• Water (under maintained infrastructure, bulk | • Municipal infrastructure<br>• Lack of bulk infrastructure for new developments<br>• Roads (lack of roads in rural areas, road maintenance)<br>• Electricity (distribution capacity, under resourced, lack of electricity in rural);<br>• Sanitation (waste water treatment works capacity, lack of sanitation infrastructure in CBD);<br>• Water (under maintained infrastructure, bulk infrastructure in rural areas, water loss) | • Economic recession;<br>• Poverty / unemployment impacting negatively on available resources;<br>• High electricity tariffs / penalties;<br>• Long lead times on EIA's;<br>• Insufficient of water resources; |
| | | | • Service delivery related social unrest.<br>• Electricity supply capacity;<br>• Illegal connections; |

| | | | |
|---|---|---|---|
| | | | • Vandalism of infrastructure; |
| **KPA 03 SOCIAL & ECONOMIC DEVELOPMENT** | | | |
| • Public safety services;<br>• Community development;<br>• Social amenities management; and Sport and recreation development facilitation<br>• Urban and rural development planning, human settlement planning;<br>• Local economic development (development towards Hluhluwe and Hlabisa)<br>• Agricultural potential | Local economic development (tourism marketing, tourism promotion, SMME development) | • Poor management of resources.<br>• Nature conversation.<br>• Tourism destination Tourism attraction.<br>• Culture and heritage | • High poverty level |
| **KPA 04: GOOD GOVERNANCE AND PUBLIC PARTICIPATION** | | | |
| • Existence of good governance structures including the MPAC, Audit Committee but not limited to<br>• Legal compliance<br>• Oversight Environmental Management System | | Good relationship with Tribal authorities | |

| KPA 05 : FINANCIAL VIABILITY & MANAGEMENT | | | |
|---|---|---|---|
| • Financial management;<br>• Asset management;<br>• Information / knowledge management (Deputy information officer position)<br>• Sharing resources, e.g. vehicles, and municipal offices. | • People management (labour relations, policy compliance, individual performance management);<br>• ICT management (network, ERP, delivery time); and<br>• Information / knowledge management (data management, abdicating roles and functions).<br>• Poor resources. management | | • Low revenue base |
| **STRENGTHS** | **WEAKNESSES** | **OPPORTUNITIES** | **THREATS** |
| **KPA 06 : CROSS CUTTING INTERVENTIONS (SPATIAL DEVELOPMENT & ENVIRONMENTAL MANAGEMEN** | | | |
| • Open space management;<br>• Municipal health; and<br>• Environmental compliance facilitation | | • Plenty of idling land<br>• Land & Environmental Diversity | • Rhino poaching<br>• Climate change<br>• Environmental Factors (drought, low rainfall, fire disasters) |
| • Economic Development & Environmental opportunities ->Isimangaliso, LSDI Corridor& N2 | • Low capacity to implement & Enforce Plans<br>• Insufficient economic | • Large portions of land in Municipal ownership available | |

| | | | |
|---|---|---|---|
| | intelligence data | for subdivision and disposal/ Development | |

## SECTION D

## 5.1 DEVELOPMENT STRATEGY

### INTRODUCTION

Strategic Planning is fundamental to the long-term sustainable management of a municipality. In this regard, the municipality has to prepare a 5-year IDP to serve as a framework for all development and investment decisions within the municipal area. To realize the Vision and to ensure sustainable growth within the municipality in accordance with its priorities aligned to national and provincial targets, the following strategies and objectives seek to unravel some of the key challenges which, if not adequately addressed will have an adverse impact in terms of improving the wellbeing of the residents and on which the details of the key performance areas were expounded on and on which the plans, programmes and projects of the municipality are based.

This section highlights on Big 5-Hlabisa Municipality's Long Term Growth and Development Goals. It will therefore highlight on the components of the Long Term Growth and Development Goals as follows:

- National Development Plan
- KZN Provincial Priorities
- National and Provincial Policy Perspective
- Vision, Mission and Core Values
- Big 5-Hlabisa Municipality Strategic Issues
- Strategic Objectives and Strategies

The Strategic Objectives and Strategies are structured in line with the Key Performance Areas (KPAs) of the Five Year Local Government Strategic Agenda as indicated below:

- Spatial Development Framework
- Service Delivery
- Sustainable Economic Growth and Development and LED
- Financial Viability
- Institutional Arrangements
- Performance Management System
- Governance

### *d.* NATIONAL AND PROVINCIAL POLICY PERSPECTIVE

### NATIONAL DEVELOPMENT PLAN

The National Development Plan highlights the following:

1. Key drivers of change
2. Demographic trends
3. Economy and employment
4. Economic infrastructure
5. Transitioning to a low carbon economy
6. Inclusive rural economy
7. Positioning South Africa in the world
8. Human settlements
9. Improving education, innovation and training
10. Promoting health
11. Social protection
12. Building safer communities
13. Building a capable state
14. Promoting accountability and fighting corruption
15. Transforming society and uniting the count

In alignment of the National Plan the Big 5 Hlabisa has identified the following priorities as they are relevant to the a municipal context as a results the municipal strategic objectives are influenced by the following in the third generation . This is further articulated in the strategic objectives.

- Inclusive rural economy
- Human settlement
- Social protection
- Building safer communities
- Building a capable state
- Promoting accountability and fighting corruption

### e. KZN PROVINCIAL PRIORITIES

The following provincial priorities are highlighted and the municipality has been aligned its strategic goals to following five highlighted provincial priorities

1. To maximize KZN position as a gateway to South and Southern Africa;
2. To ensure human and utilization of natural resources are in harmony;
3. To create safe, healthy and sustainable living environments;
4. To aspire to healthy and educated communities;
5. To ensure all employable people are employed;

6. To develop a more equitable society;
7. To ensure that all people have access to basic services;
8. To offer world class infrastructure;
9. To boost investors' confidence to invest in KZN;
10. To develop a skilled labour force aligned to economic growth needs;
11. To create options for people on where and how they opt to live, work and play;
12. To entrench people centeredness;
13. To provide strong and decisive leadership; and
14. To foster social compacts.

### f. PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

The PGDS is a vehicle to address the legacies of the apartheid space economy, to promote sustainable development and to ensure poverty eradication and employment creation. The PGDS offers a tool through which national government can direct and articulate its strategy and similarly for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It facilitates proper coordination between different spheres of government and aims to prevent provincial departments from acting out of concert with local municipalities. It enables intergovernmental alignment and guides activities of various role players and agencies (provincial sector departments, parastatals, district and municipalities). The PGDS will enhance service delivery.

It is a framework for public and private sector investment, indicating areas of opportunities and development priorities. It addresses key issues of implementation blockages whilst providing strategic direction.

The PGDS on the one hand involves preparing policies, strategies and guidelines and on the other hand it involves preparing mechanisms to align and facilitate the implementation, monitoring and evaluation of key growth and development priorities.

## 2.9 OBJECTIVES OF DISTRICT GROWTH AND DEVELOPMENT PLAN FOR UMKHANYAKUDE DISTRICT

The overall objectives of the District Growth and Development Plan for UMkhanyakude can be summarized as follows: o Set a long term (20 year+) vision and direction for development in the District; o Serve as an overarching strategic framework for development in the district and it family of local municipalities applying the 80/20 principle (it is not intended to be a detailed inventory of all

potential projects and actions); Provide a spatial context and prioritization for these strategic interventions;

Guide the activities and resource allocation of the district and other spheres of government, business sectors, organized labour and other role players from civil society that can contribute to development in the district by defining a clear set of priority objectives and implementation targets; o Identify institutional arrangements to secure buy-in and ownership in the formulation and implementation of the plan; o To facilitate alignment and integration of the DGDP objectives with Departmental strategic plans, municipal IDP's, and sector strategies and plans; o Provide a common platform for resource commitments and budget alignment of departments and municipal entities through the agreed set of objectives and targets of the DGDP.

## 2.10 DISTRICT ECONOMIC STRUCTURE AND TRENDS

The key economic structure and trends in the district can be summarized as follows:

- Small size of district economy in provincial comparative terms (eg. less than 5% of the size of the eThekwini municipality in 2011)
- Although growing from a small base, the economy experienced significant growth in excess of 9% per annum, especially in the period from 2000 onwards;
- Two dominant local economies within the district are the Mtubatuba and Jozini LMs accounting for approximately R1.9 and R1.7 billion of GVA in 2011 respectively;
- Dominant economic sectors in UKDM as measured by GVA is the retail, catering and accommodation sector accounting for R1.45 billion in 2011, the manufacturing sector (R1.37 billion), and the general government services sector (R1.34 billion);
- The manufacturing sector increased its contribution to total GVA from 10.3% to 19.1%, and the retail, catering and accommodation sector its contribution from 13.5% to 20.3%;
- Agricultural sector has shown some significant growth of approximately 5.5% per annum over the period 1995 to 2011, but represents the third lowest output amongst the districts within the province; The number of formal employment opportunities in the agricultural sector remained relatively stable at approximately 9000 over the period from 2000 to 2005 but thereafter decreased significantly to a total estimated figure of 4983 by 2010;
- The district economy became more concentrated in a select number of sectors with the Tress index increasing from a value of 36.7 in 2000 to 42.2 in 2011

The vision underpins an integrated approach to improving the standard of living of all people in the area of Big 5 Hlabisa Municipality area. In order to achieve this vision, the municipality will have to

persist functioning in an accountable and financial sound manner. The vision for the Big 5 Hlabisa municipality is as follows:

**VISION**

***A sustainable economy achieved through service delivery and development facilitation for prosperity and improved quality of life.***

***MISSION***

*In light of the vision*

***We are visionary leaders who serve through community driven initiatives, high performance, sound work ethic, innovation, cutting edge resources and synergistic partnerships.***

**OUR VALUES**

- Professionalism
- Integrity
- Competency
- Team work

## g. STRATEGIC ISSUES

The municipality finalized its analysis phase as the most important phase of the IDP and forms basis for strategic phase. Various sessions were held on the, 20 and 21 February 2019 to come up with strategies that could impact positively on people's lives, issues of concern ranges from basic services, social issues more especially the nation building programs and initiatives. Infrastructure development is being addressed. Nation building and embracing culture are also the main focus in this IDP. The municipality also has recognized the existence of tribal authorities in the area and will therefore ensure that issues of planning are addressed jointly.

The agricultural potential can never be underestimated. The municipality will ensure that poverty is alleviated and that its communities are empowered on agricultural interventions; however this cannot be achieved without cooperative governance with all the relevant sectors and all stakeholders.

The Organizational Performance Management has focused on the issues at strategic level and the Individual PMS will further articulate on all Key Performance Areas in detail and target will be clearly

defined Operation Sukuma Sakhe (OSS) has been acknowledged as good initiative and platform that tackles issues affecting our communities at grass-root level The municipality relies heavily on MIG funding for infrastructure development.

**Highlight on the Municipality's strategic issues:**

- To strengthen IGR structures implementation
- Capacity building for Traditional authorities in terms of IDP, PMS, Budget
- Forging partnerships within traditional authorities to enhance joint planning
- Sustainability of IGR structure.
- To mainstream and integrate issues of poverty, unemployment, environment and HIV/AIDS within the
- To address issues of youth, women, disable and vulnerable sectors of society on integrated bases.

## 1. STRATEGIC PLANNING SESSIONS

Strategic planning sessions on the Big 5 Hlabisa Municipality was held on the 30 and 31 January 2019, Deliberations were aimed at institutionalizing a culture of planning, strategies, budgeting, monitoring, and evaluation, reporting and aiming at improving its performance as well as service excellence. The session indeed served the purpose; uMkhanyakude District Municipality was present in the session and tremendously supported the municipality.

## 2. STRATEGIC OBJECTIVES

The following are the strategic objectives for the municipality for the period 2018/19-2021/2022 FY and focus is made on sustainable development.

| GOALS | STRATEGIC OBJECTIVES | KEY PERFORMANCE INDICATOR | IDP REF. | TARGET2019/20 |
|---|---|---|---|---|
| | KPA 01: INSTITUTIONAL DEVELOPMENT | | | |

| | | | | |
|---|---|---|---|---|
| **Developed and Capacitated Institution** | To provide an effective filing system | Annual review of records management policy | IDT/01/21 | Council approved by 31 May2020 |
| | To provide an effective filing system | Review of File Plan | IDT/02/21 | Approved Fine Plan by 31 May 2020 |
| | To enhance institutional memory | No. Polices of workshopped to staff | IDT/03/21 | 84 Policies Workshopped to Staff by 30 June 2020 |
| | To ensure skillful labour and educated citizenry | Date Council approved WSP | IDT/03/21 | Council approved WSP by 31 March 2020 |
| | | Date Council approved WSP submitted to LGSET | | WSP submitted to LGSET By 30 April2020 |
| | | No. of staff trained in line with Council approved 2019 WSP | IDT/04/21 | 40 of staff trained With WSP by 30 June 2020 |
| | | Number of councilors trained in line with WSP | IDT/05/21 | 16 Councilors trained in line with WSP by 30 June 2020 |
| | To enhance Employee wellness | Number of wellness programme conducted per quarter | IDT/06/21 | Four(4) wellness Programme Conducted by 31 May 2020 |

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|---|---|---|---|---|
| | To reduce the impact of HIV/AIDS | Date of HIV/AIDS Workplace Policy Approved by Council | IDT/07/21 | Council approved HIV/AIDS Policy 31 May 2020 |
| | To ensure a sustainable human resources development | Date of Human Resource Development Strategy Review and approved by Council | IDT/08/21 | Council Approved of Human Resource Development Strategy by Council 31May 2020 |
| | To ensure Transformational efficiently and effective administration | Date of Employment Equity Plan(EEP) Review and submission to Council for approval | IDT/09/21 | Council Approved EEP by 31 May 2020 |
| | | Percentage of posts Adverts Complying with EEP | IDT/10/21 | 100% of posts complying with EEP by 31 June 2020 |
| | | Date of EEP reports Submitted to Dep of Labour | | EEP Report Submitted to Council and Dep of Labour by 31 May 2 |
| | | Date of Organizational Structure review and adopted | IDT/11/21 | Review of Organizational Structure and Submission to Council by 31 May 2020 |

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|---|---|---|---|---|
| | | No. of Monthly Labour Forum meetings coordinated by 30 June 2020 | IDT/12/21 | twelve (12) labour forum meetings coordinated by 30 June 2020 |
| | **To ensure attraction and retention of staff** | Date of Attraction and Retention policy approved by Council | IDT/13/21 | Approved by Council Attraction and Retention policy by 31 May 2020 |
| | | Date of PMS Framework approved by Council | IDT/14/21 | Council approved PMS Framework by 31 July 2019 |
| | | Date of SDBIP 2020/2021 Developed and approved by Mayor | IDT/15/21 | 28 days after the adoption of 2020/2021 Budget |
| | To ensure effective and efficient performance management | Signing of performance agreements | IDT/16/21 | performance agreements signed by 31 July 2019 |
| | | Number of Quarterly performance assessment for Senior Managers | IDT/17/21 | Four (4) Performance Assessment conducted by 30 June 2020 |
| | | Number of Quarterly performance for senior Managers conducted | IDT/18/21 | Four (4) Performance Assessment conducted by 30 June 2020 |
| | | Preparation and Submission of quarterly performance reports to council | IDT/19/21 | Four (4) Performance Reports submitted to council by 30 June 2020 |

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|---|---|---|---|---|
| | | Quarterly performance assessment of municipal service providers | IDT/20/21 | Four (4) performance assessment of service providers by 30 June 202 |

| | KPA 02 LOCAL ECONOMIC DEVELOPMENT | | | |
|---|---|---|---|---|
| **GOALS** | **STRATEGIC OBJECTIVES** | **KEY PEFORMANCE INDICACTOR** | **IDP REF** | **TARGET 2020/21** |
| **Ensure all employable people are employed, promote small business and maintainable tourism within the municipality** | **To facilitate sustainable economic growth and development throughout the municipality** | Review of LED Strategy by 31 March 2021 | LED/01/21 | Council approved LED Strategy by 31 March 2021 |
| | | Review of Investment and Attraction Strategy | LED/02/21 | Council approved Investment and Attraction Strategy by 31 May 2021 |
| | | Review of Informal Traders Policy | LED/03/21 | Council approved Informal Traders Policy by 30 May 2021 |
| | **To promote Rural development & improved social welfare** | Issuing of Business license by 30 June 2021 | LED/04/21 | 16 Business licenses issued by 30 June 2021 |

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|---|---|---|---|---|
| | **To promote Rural development & improved social welfare** | Number of Co-operatives established and registered by 30 June 2021 | LED/05/21 | Four (4) co-corporative established and registered by 30 June 2021 |
| | T**o promote government LED programmes through EPWP** | 116 jobs created through EPWP Programme by 30 June 2021 | LED/06/21 | 116 jobs created through EPWP Programme by 30 June 2021 |
| | | Number of SMME training coordinated by 30 June 2021 | LED/07/21 | Four (4) SMME's training coordinated by 30 June 2021 |
| | | Thirteen (13 ) poverty alleviation projects supported by 30 June 2021 | LED/08/21 | Thirteen (13 ) poverty alleviation projects supported by 30 June 2021 |
| | **Tourism Development & Promotion** | Number of tourism awareness campaigns conducted | LED/09/21 | Two (2) tourism awareness campaigns by 30 June 2021 |

## KPA 03: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

| GOALS | STRATEGIC OBJECTIVES | KEY PERFOMANCE INDICACTOR | IDP REF | TARGET 2019/2020 |
|---|---|---|---|---|
| **To ensure that Community has access to basic services such as electricity, infrastructure accessible roads, etc.** | Provision of Sustainable infrastructure | Percentage of Completion of Hlabisa Sportfield | BSD/01/20 | 100%complete of Hlabisa Sportfield by 30 March 2021 |
| | | Percentage of completion of Gazu to Vezi Gravel Road | BSD/02/21 | 100% complete of Gazu to Vezi Gravel Road by 30 Decemb |
| | | Percentage of Big 5 Street(Road Rehabilitation) | BSD/03/21 | 100% complete Big 5 Street (Road Rehablitation) by 30 June 2021 |
| | | Number of Completion of Siyabakhanyisela Project | BSD/07/19 | complete Siyabakhanyisela electrification Project by |
| | | Percentage of complete of connection of Gula, Mansiya & Ekuphindiseni Electrification Project and Gabadela-Mevana Electrification Project | BSD/11/18 | 100% completed (Completion of & Ekuphindiseni Electrification P Gabadela-Mevana Electrification Sept 2020 |
| | | Date of Master Plan adopted by Council | BSD/05/21 | Completed Roads and Storm Water Master Plan and submission to council by 31 May 2021 |
| | | Maintenance and repairs of 115 m2 potholes in ward 05 and 12 tarred roads by 31 May 2021 | BSD/06/21 | 115 m2 of potholes maintened by 31 May 2020 |
| | **Provision of Sustainable infrastructure** | Maintenance of ward 05 and ward 12 streetlights by 31 May 2021 | BSD/07/20 | 70 street lights maintenad by 31 May 2020 |

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| | **Provision of Sustainable infrastructure** | Maintenance of 380km Rural Access roads in thirteeen ward by 31 May 2021 | BSD/08/20 | 380 km roads maintained by 31 May 2021 |
| | **Provision of Sustainable infrastructure** | Renovation of Hlabisa Traffic Building by 30 June 2021 | BSD/09/20 | 100% complete Hlabisa Traffic Building by 31 December 2020 |

**KPA 04: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

| GOALS | STRATEGIC OBJECTIVE | KEY PEFORMANCE INDICATOCTOR | IDP REF | TARGET 2019/20 |
|---|---|---|---|---|
| **To ensure transparent , Social Stability cohesion ,talent and skills** | **To provide an effective and appropriate response to all disaster related occurrences within the municipality** | Number of Disaster Awareness Campaigns conducted by 30 June 2021 | GG/01/21 | Twenty (20) Disaster Awareness Campaigns conducted by 30 June 2021 |
| | | Review of a comprehensive disaster Sector plan by 30 May 2021 | GG/02/21 | Council Approved Disaster Management Sector Plan by 30 May 2021 |

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|---|---|---|---|---|
| | | Review of Disaster Management Framework Plan by 30 May 2021 | GG/03/21 | Council approval by 31 May 2020 |
| | To ensure safe and secure environment through mitigating the negative impacts of disasters | Number of Disaster management advisory forum meetings convened by 30 June 2021 | GG/04/21 | Four (4) disaster management advisory forum meetings convened by 30 June 2021 |
| | To improve community safety programmes within municipal area of jurisdiction | No of multi-disciplinary Road blocks conducted by 30 May 2021 | GG/05/21 | 24 multi-disciplinary Road blocks conducted by 30 May 2021 |
| | | Coordination of Indigenous Games by 30 Sept 2019 | GG/09/21 | Participation in the local and district Indigenous Games festival by 30 Sept 2019 |
| | | Coordination of Department of Sports and Recreation(DSR /SALGA) Games by 31 Dec 2020 | GG/10/20 | Participation in the local & district 2018 KZN DSR SALGA Games by 31 Dec 2019 |
| | | Sports Council Meeting by 31 May 2020 | GG/11/20 | Two (2) Sports Council meetings held by 31 May 2020 |
| | | Review of HIV/AIDS | GG/14/21 | Council Approval by 31 May 2020 |

| | | | | |
|---|---|---|---|---|
| | | Strategy by 31 May 2020 | | |
| | To encourage participation in Arts, Culture and Heritage | Co-ordination of ingoma events by 31 Dec 2019 | GG/15/20 | Co-ordination of ingoma events by 31 Dec 2019 |
| | | Participation of Reedance Ceremony for Machobeni by 30 Sept 2019 | GG/16/20 | Participation of Annual Reedance at Machobeni by 30 Sept 2019 |
| | | Participation of Reedance Ceremony for Enyokeni by 30 Sept 2019 | GG/16/1/20 | Participation of Annual Reedance at Enyokeni by 30 Sept 2019 |
| | | To coordinate disability Forum Meeting by 30 June 2020 | GG/17/20 | Four (4)Disability Forum Meetings by 30 June 2020 |
| | | | | |
| To reduce the spread of HIV/AIDS epidemic | To reduce the spread of HIV/AIDS epidemic | Functionality of Local Aids Council by 30 June 2020 | GG/18/20 | Four (4) LAC Meetings held by 30 June 2020 |
| | | Coordination of World AIDS Day &16 Days of Activism by 31 Dec 2019 | GG/19/20 | Coordination of Candle lighting memorial &16 Days of Activism by 31 Dec 2019 |

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| | | Functionality of Operation Sukuma Sakhe (LTT) | GG/20/20 | Four(4) Operation Sukuma Sakhe meetings convened by 30 June 2020 |
| | | Participation in Golden Games festival by 30 September 2019 | GG/21`/20 | Participating in the 2018 Golden Games festival by 30 Sept 2019 |
| | **To develop a comprehensive community skills development programme** | Coordination of Library promotion in local schools by 31 May 2020 | GG/22/20 | Four (4) library Promotions coordinated by 31 May 2020 |
| | **To promote community participation** | Coordination of quarterly Ward Committee Meeting | GG/23/20 | twelve(12) wards committee meetings per ward coordinated by 30 June 2020 |
| | | Submission of Public participation reports to the Speaker on quarterly basis by 30 June 2020 | GG/2420 | Three reports submitted by 30 June 2020 |
| | | Coordination of IDP Public Participation Roadshows in thirteen Municipal wards by 30 June 2020 | GG/25/20 | Coordination of six(6) IDP Pub Participation Roadshows in the Municipal wards by 30 May 2020 |
| | | Submission to Council of Quarterly Reports on complaints attended and | GG/26/20 | Four (4) Quarterly Reports on complaints attended , resolved and submitted to council by 30 June 2020 |

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|---|---|---|---|---|
| | | resolved by 30 June 2020 | | |
| | To ensure accountable and transparent governance | Clean Audit opinion | GG/27/20 | 1 Clean Audit Opinion by 31 Dec 2019 |
| | | To assess and manage risk | GG/28/20 | Four (4) Risk Assessment Report submission to MANCO meetings 30 June 2020 |
| | | Review of audit & Performance committee Charter | GG/29/20 | Review of Audit & Performance Committee Charter by 30 Sept 2019 |
| | | Number of APC Meetings held | GG/30/20 | Four (4) Audit Performance Committee held by 30 June 2020 |
| | | Review of delegations Register | GG/31/20 | Council approval by 31 May 2020 |
| | **To ensure effective & efficient Governance and Administration** | Number of EXCO Meetings held by 30 June 2020 | GG/32/20 | Twelve (12) Exco meetings by 30 June 2020 |
| | **To ensure effective & efficient Governance and Administration** | Number of Council Meetings held by 30 June 2020 | GG/33/20 | Four (4) Council meetings by 30 June 2020 |
| | | Number of MPAC | GG/34/20 | Four(4) MPAC meetings held by 30 June 2020 |

| | | | | |
|---|---|---|---|---|
| | | Meetings held by 30 June 2020 | | |
| | | Date of Development of Annual Report 2018/19 | GG/35/20 | Submission to Council for approval by 31 March 2020 |
| | | Development of Oversight Report | GG/36/20 | Submission to Council for approval by 31 March 2020 |
| | | Number of Mayoral Radio Slots on quarterly basis | GG/37/20 | Four (4) mayoral Radio slots coordinated by 30 June 2020 |
| | | Co-ordination of Youth Council Meetings | GG/38/20 | Four (4) Youth Council Meeting coordinated by 30 June 2020 |

| GOALS | STRATEGIC OBJECTIVE | KEY PERFOMANCE INDICATOR | IDP REF | TARGET 2019/20 |
|---|---|---|---|---|
| | **KPA 05: FINANCIAL VIABILITY AND MANAGEMENT** | | | |
| | | | | |
| **To certify financial viable and supportable municipality** | **To increase revenue collection and revenue management** | Review of Revenue Enhancement Strategy | FVM/01/21 | Council approval by 31 May 2021 |
| | **To have a SCM system that is** | Review of Supply Chain Management Policy | FVM/02/21 | Council Approved SCM Policy by 31 May 2021 |

| | | | | |
|---|---|---|---|---|
| | **in line with MFMA Municipal Policy & SCM Regulations & SCM Regulations including contract Management & reduced UIFWE** | | | |
| | | MM approved procurement Plan in line with Budget & IDP before the beginning of the financial year | FVM/03/21 | Procurement Plan submitted to MM by 30 June 2021 |
| | **To maintain and manage Municipal Assets in an effective manner** | Quarterly reports submitted to MM on Assets Management | FVM/04/21 | four (4) Quarterly reports submitted to MM on Assets Management by 30 June 2021 |
| | **To have a SCM system that is in line with MFMA Municipal Policy & SCM Regulations & SCM Regulations including contract Management & reduced UIFWE** | Quarterly complete UIFWE Reports submitted to Council by 30 June 2020 | FVM/05/21 | Four (4) Quarterly complete UIFWE Reports submitted to Council by 30 June 2021 |

| | | | | |
|---|---|---|---|---|
| | | Reports on the implementation of SCM to Mayor | FVM/06/21 | Quarterly submission to the Mayor by 30 June 2021 |
| | | Review of Asset Management Policy | FVM/07/21 | Council Approved Asset Management policy by 31 May 2021 |
| | **Sound and compliant expenditure management that is in line with MFMA** | % of Capital & Operational Expenditure Implementation plan that is in line with Grant Conditions | FVM/08/21 | Four (4) Quarterly Reports submission on the Capital & Operational Expenditure Implementatio by 30 June 2021 |
| | | % spent on Capital Budget | FVM/09/21 | 100% of annual capital budget by 30 June 2021 |
| | | % spent on Operational Budget | FVM/10/20 | 100% spent on Annual Operational budget by 30 June 2020 |
| | **To ensure accountable and transparent governance** | Development of Budget process plan 2018/2019 | FVM/11/20 | Council Approved Budget process plan by 31st Aug 2020 |
| | | Review of Financial Plan 2020/2021 and submission to council | FVM/12/21 | Council Approval by 31 May 2021 |

| | | | | |
|---|---|---|---|---|
| | | Date of Budget and Review all budget related policies | FVM/13/21 | Council approved Budget and all Budget related policies by 31 May 2021 |
| | | Submission of Reports on the implementation of budget in terms of section 71 of MFMA to Mayor and PT | FVM/14/21 | Twelve (12) Monthly reports submitted by 30 June 2021 |
| | | Submission of Reports on the implementation in terms of Section 52(d) of MFMA to Council and PT | FVM/15/21 | Four (4) Quarterly Reports by 30 June 202 |
| | | Mid-year budget review and submission to Council | FVM/16/21 | Submission to Council and PT by 31 Marc 2021 |
| | | Development of Valuation Roll | FVM/17/21 | Submission of Valuation Roll to Council by 31 May 2021 |
| | | Quarterly MSCOA reports submission to MM | FVM/18/21 | Four (4) Quarterly MSCOA Reports submitted to MM by 30 June 2021 |
| | | Clean Audit Opinion by 31 Dec 2019 | FVM/19/20 | One (1) AG Report submitted to Council by 31 December 201 Development and |

| | | | | |
|---|---|---|---|---|
| | | | | submission of Annual Financial Statements to Council and AG by 31 August 2020 |
| | | Development and submission of Annual Financial Statements to Council and AG. | FVM/20/20 | Development and submission of Annual Financial Statements to Council and AG by 31 August 2020 |
| | To ensure good IT Governance | Number of IT policies review by 31 May 2020 | FVM/21/21 | Fourtin 14 IT Policies Review and Submitted to Council for Approval by 31 May 2021 |
| | | Review of Indigent Register | FVM/22/21 | Council Approved Indigent Register by 31 May 2021 |
| | | Number of registered indigent households receiving Free Basic Electricity | FVM/24/21 | 700 indigent households receiving Free Basic Electricity by 30 June 2021 |
| **GOALS** | **STRATEGIC OBJECTIVE** | **KEY PERFOMANCE INDICATOR** | **IDP REF** | **TARGET 2019-20** |
| | **KPA 06: CROSS CUTTING INTERVENTIONS** | | | |
| **To foster Human and natural resources and foster social compacts** | **To promote spatial and transformation** | Approval of land use Management Scheme and submission to Council by 30 May 2021 | CCI/02/21 | Council approved Land Use Management Scheme by 30 May 2021 |
| | | Review of SDF and submission to Council for approval by 30 May 2021 | CCI/02/21 | Council approved SDF by 30 May 2021 |

| | | | | |
|---|---|---|---|---|
| | | Review of Housing Sector Plan and submission to Council for approval by 30 May 2021 | CCI/03/21 | Council approved Housing Sector Plan by 30 May 2021 |
| | **To ensure a credible Integrated Development Planning** | Development of IDP Process Plan 2021/2022 by 31st of August 2020 | CC/04/20 | Council approved IDP Process Plan by 31st of August 2020 |
| | | Coordination of a Strategic Planning Session by 28 February 2021 | CC/05/21 | one sessions coordinated by 28 Feb 2021 |
| | | Development of IDP 2020/21 and submission to Council by 30 May 2021 | CC/06/21 | Council approved IDP by 30 May 2021 |

**KEY CHALLENGES FACING THE MUNICIPALITY**

The Municipality undertook a Strategic Planning Session from the 20 to the 21 February 2019. The session was facilitated by Africa Mayibuye Consulting and in attendance from the municipality were the Municipal Executive Committee, Heads of Departments and Managers. The session emerged with a SWOT analysis that touched all the municipal departments, which culminated into strategic issues / challenges.

These key priority issues / challenges were sifted into categories of the six (6) KZN KPAs. The following table summarizes these key challenges and what the municipality resolved to do in order to address them.

Table 2: Key strategic challenges for the municipality

**KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

| | |
|---|---|
| KEY CHALLENGES | -Poor attendance of ward committee meetings<br><br>-No citizen/public participation survey's conducted |

| | |
|---|---|
| | -No formal complaints management system in place<br>-Ward committees not sitting regularly<br>-Councillors not submitting the reports to local municipality<br>-Poor support from local municipality and councillors |
| **KPA 2 : LOCAL ECONOMIC DEVELOPMENT** | |
| KEY CHALLENGES | • Limited funding to implement LED Programmes<br>• Lack of coordinated efforts to implement LED and structures<br>• Limited private investment.<br>• A non-conductive business environment to promote LED. |
| **KPA 3 BASIC SERVICE DELIVERY** | |
| KEY CHALLENGES | • Re-prioritization of projects<br>• Backlog on registration of projects on mig-mis, for reporting purposes<br>• Water stoppages due to drought --Community strikes regarding housing construction<br>• Shortage of financial resources and staff for road construction and maintenance.<br>• SCM delays in procuring supplies. Land issues being experienced in wards impacting on the construct of new roads. |
| **KPA 4 GOOD GOVERNANCE** | |
| KEY CHALLANGES | -Allocated number of traditional leaders are not participating in council meetings.<br>-There is no anti-corruption strategy in place. |

| | |
|---|---|
| | - IGR: Lack of attendance by District Municipality at public report back meeting (water service delivery) |
| **KPA 5 SOUND FINANCIAL MANAGEMENT** | |
| KEY CHALLANGES | -Indigent register to be created and maintained.<br><br>-Non-payment of services.<br><br>-No revenue enhancement strategy.<br><br>-Revenue collection rate is below the target.<br><br>- Municipality does not have a risk register. |
| **KPA 6 CROSS CUTTING** | |
| KEY CHALLANGES | -Environmental Sensitive areas<br><br>administrative facilities<br>-Ageing infrastructure<br>-Shortage and unavailability of proper jobs.<br>-Small portion within the municipality as a whole is made up of rural settlements<br>-Lack of Skills and internal capacity<br>-Distance from- major centers increases project cost due to higher supply-costs |

# V. SECTION E1: STRATEGIC MAPPING

## 5.3 SPATIAL DEVELOPMENT FRAMEWORK

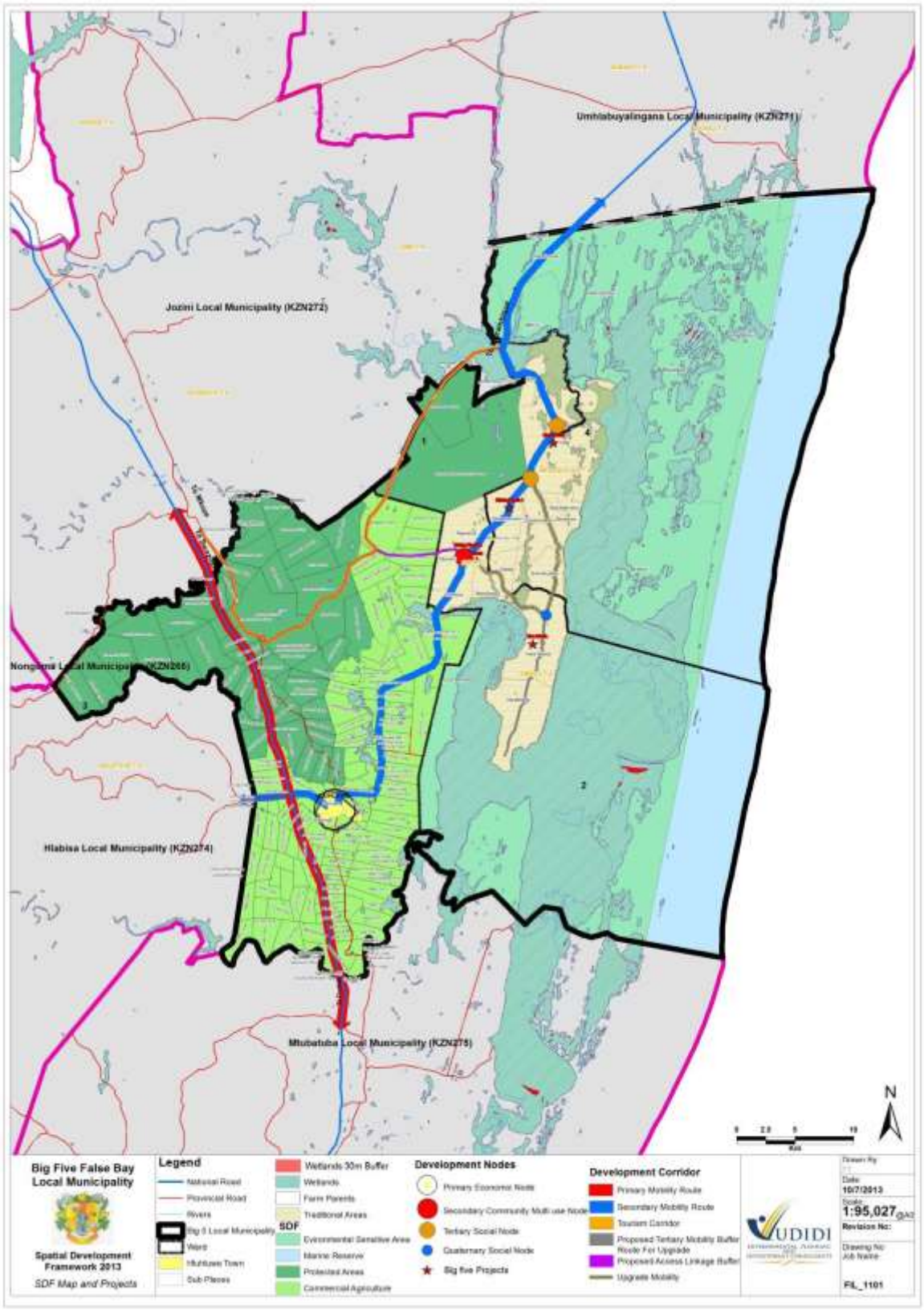
The Municipal Structures Act (Act No. 23 of 2001) requires that, as part of the IDP, a spatial development framework needs to be developed which "must include the provision of basic guidelines for a land use management system for the municipality" (Municipal Structures Act, 2001: Section E). Hlabisa Municipality has initiated a process towards the formulation of a detailed spatial development framework (refer to Annexure A). The information included herein will be reviewed and amplified and refined where necessary.

The aim of the Spatial Development Framework (SDF) is to identify areas suitable for various types of integrated development in a formalised and extensive manner. Furthermore, a Spatial Development Framework (SDF) is a sector plan of a municipal IDP (Integrated Development Plan). The SDF is the visual representation of a municipality's vision, goals and strategies. As such, it is essentially a forward planning document that should not only reflect the current reality but also future development options, i.e. the SDF should be used to guide decision making as well.

Big 5 False Bay and Hlabisa Local Municipality finalized the development of a comprehensive Spatial Development Framework during the past financial years, The1st review will be done during 2016/2017, which will take cognizance of the imminent merger between Hlabisa and Big 5 False Bay Municipality.

The SDFs for both municipalities which articulates the broad spatial vision of the municipality, development corridors and nodes. It also encompasses issues of what environmental sensitivities and protected area. The SDFs are represented below separately as a comprehensive one for Big 5 Hlabisa has not been developed as yet.

**Hluhluwe**


Umhlabuyalingana Local Municipality (KZN271)
Jozini Local Municipality (KZN272)
Nongoma Local Municipality (KZN266)
Hlabisa Local Municipality (KZN274)
Mtubatuba Local Municipality (KZN275)
N
Big Five False Bay Local Municipality
Spatial Development Framework 2013
SDF Map and Projects
Legend
National Road
Provincial Road
Rivers
Big 5 Local Municipality
Ward
Hluhluwe Town
Sub Places
SDF
Wetlands 30m Buffer
Wetlands
Farm Parents
Traditional Areas
Environmental Sensitive Area
Marine Reserve
Protected Areas
Commercial Agriculture
Development Nodes
Primary Economic Node
Secondary Community Multi use Node
Tertiary Social Node
Quaternary Social Node
Big five Projects
Development Corridor
Primary Mobility Route
Secondary Mobility Route
Tourism Corridor
Proposed Tertiary Mobility Buffer
Route For Upgrade
Proposed Access Linkage Buffer
Upgrade Mobility
UDIDI
Date
10/7/2013
Scale
1:95,027
Revision No:
Drawing No/
Job Name
FIL_1101

**Location**

The Big 5 is situated directly north of the Mtubatuba Municipality and it stretches as far north as the Mkuze game Reserve, with the Hlabisa Municipality comprising its western boundary and the Greater St Lucia Wetland Park/False Bay Park its eastern boundary. Hluhluwe is accessible from the N2 it is the main between the KZN Coast Gauteng and Mpumalanga. It traverses the area on the west. The SDI road to Mbazwana and Manguzi is the main access to the eastern portion of the municipality. Sandy soil conditions in the Big 5 Hlabisa area complicate access and many roads are not accessible during the rainy season.

The Big 5 Hlabisa Municipal area can be divided into three distinct portions, namely. The private game farms, the three tribal authorities and the commercial farm land.

**Spatial Development Framework Development**

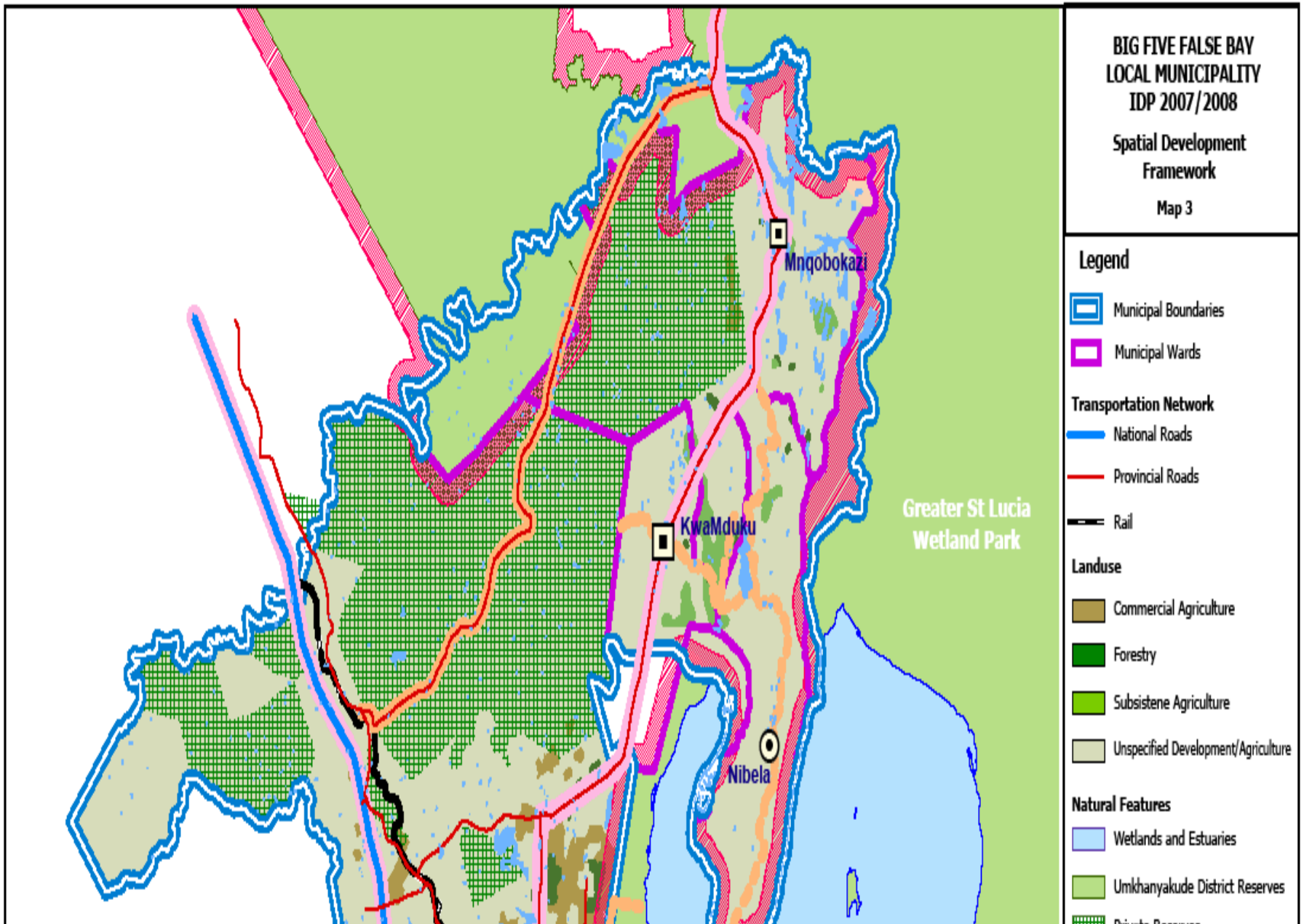
The Big 5 Hlabisa Local Municipality was assisted by the KwaZulu-Natal Department of Co-Operative Governance and Traditional Affairs (KZNCOGTA) to compiled a detailed Spatial Development Framework (SDF) that is sustainable, legally, compliant and provides clear guidance for the development of the land use scheme through the land use framework. As such Big 5 Hlabisa Local municipality appointed Black Cubans Project Development Company to facilitate this process.

The SDF sets objectives, strategies and policy guidelines, that direct development and development options to ensure that the envisaged long-term urban and rural structure and target deliverables are realised.

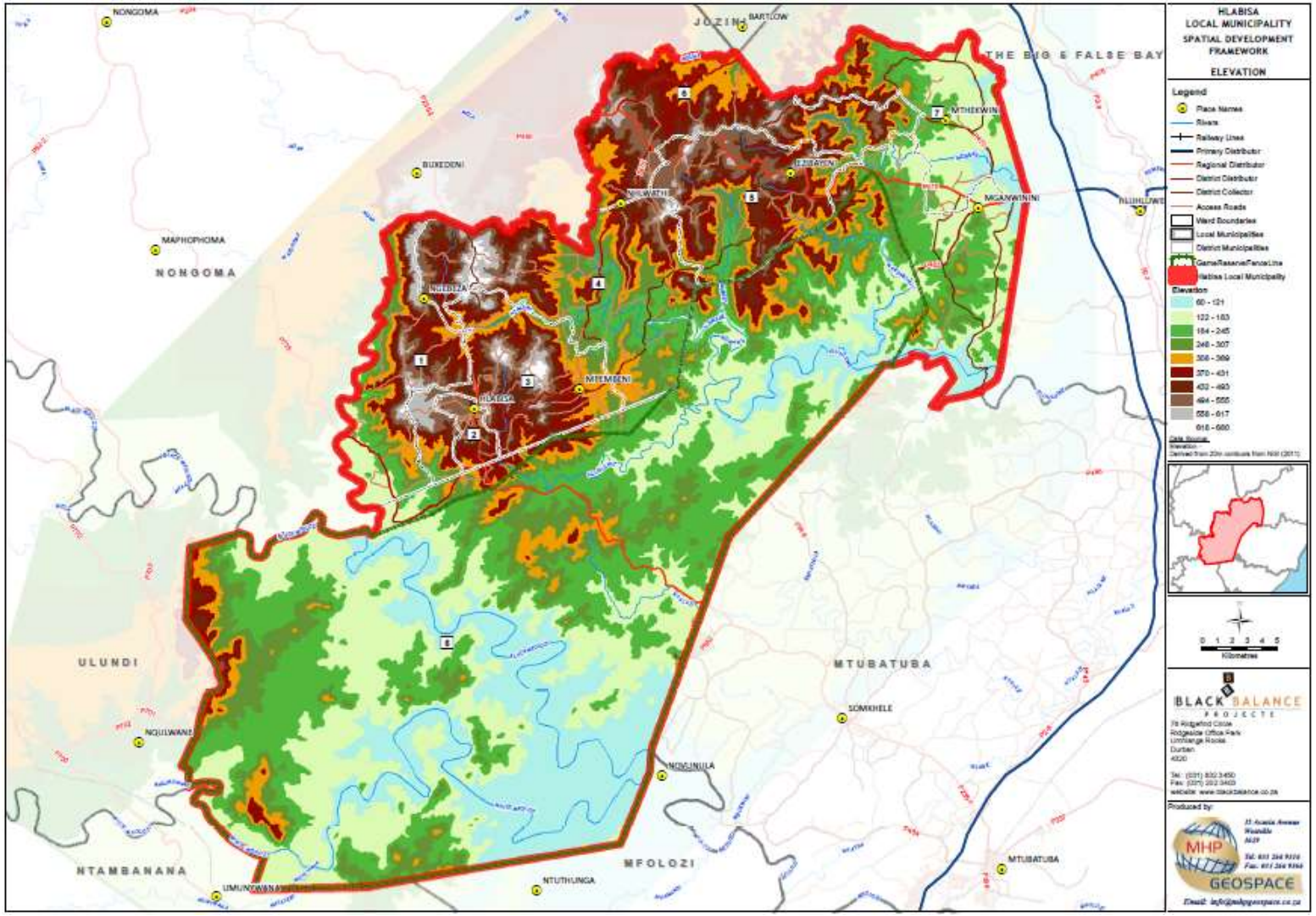
The SDF complies with the following pieces of legislation:

- Municipal Systems Act and the Municipal Planning and Performance Management Regulations, 2001,
- Strategic Environmental Assessment (SEA) Guidelines developed by CSIR,
- Provincial Spatial Planning Guidelines, 2009.
- Spatial Planning Land Use Management Act 16 of 2013 (SPLUMA)
- Kwa - Zulu Planning & Development Act 2008

**Hluhluwe**


BIG FIVE FALSE BAY
LOCAL MUNICIPALITY
IDP 2007/2008
Spatial Development
Framework
Map 3
Legend
Municipal Boundaries
Municipal Wards
Transportation Network
National Roads
Provincial Roads
Rail
Landuse
Commercial Agriculture
Forestry
Subsistene Agriculture
Unspecified Development/Agriculture
Natural Features
Wetlands and Estuaries
Umkhanyakude District Reserves
Mnqobokazi
KwaMduku
Nibela
Greater St Lucia
Wetland Park

**Hlabisa SDF**


HLABISA
LOCAL MUNICIPALITY
SPATIAL DEVELOPMENT
FRAMEWORK
ELEVATION
Legend
Place Names
Rivers
Railway Lines
Primary Distributor
Regional Distributor
District Distributor
District Collector
Access Roads
Ward Boundaries
Local Municipalities
District Municipalities
Game/Reserve/Fence Line
Hlabisa Local Municipality
Elevation
60 - 121
122 - 183
184 - 245
246 - 307
308 - 369
370 - 431
432 - 493
494 - 555
556 - 617
618 - 680
NONGOMA
JOZINI
BARTLOW
THE BIG 5 FALSE BAY
MTHEKWINI
BUKEDONI
MPUMALANGA
MAPHOPHOMA
NONGOMA
NKUNZA
MTEMBENI
HLABISA
MGANWININI
NJUNLOWE
ULUNDI
NQULWANE
MTUBATUBA
SOMKHELE
NONGUNULA
NTAMBANANA
UMUNDWENI
NTUTHUNGA
MFOLOZI
MTUBATUBA
0 1 2 3 4 5
Kilometres
BLACK BALANCE
PROJECTS
Produced by:
MHP
GEOSPACE

1. POLICY AND LEGISLATIVE CONTEXT

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| **Municipal Systems Act** | Chapter 5 provides for the preparations of IDP's indicates that the SDF should be aligned with the national and provincial planning as well as the affected neighboring municipalities. Section 23 (1) of the Act indicates that a municipality must undertake developmentally orientate planning.<br><br>S26 (e) stipulates that the SDF must include the provision of basic guidelines for a land use management system for the municipality<br>S26 (e) lists an SDF as a core component of an IDP and requires that the SDF provides basic guidelines for a municipal land use management. | The Big 5-Hlabisa SDF should :<br>• Identify relevant national and provincial legislation<br>• Identify matters that require alignment between local and district planning |
| **National Spatial Development Perspective (NSDP)** | The purpose of the plan aims to assist in implementing the spatial priorities that meet the constitutional imperative of providing basic services to all and alleviating poverty and inequality by re-organise and the apartheid spatial relations. It examines the spatial dimensions of social exclusion and inequality, recognising the burden that unequal and inefficient spatial arrangements place on communities.<br><br>This plan has developed a set of development principles which guide the development, investment and development decisions. The principles identified are as follows: | The Big 5-Hlabisa SDF should address issues of spatial restructuring.<br><br>• The municipality should thus focus on identifying on sectors and areas that require service delivery especially rural areas.<br>• The Big 5 Hlabisa SDF should aim to yield catalytic effects. |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | • **Principle 1:** Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, among which poverty alleviation is key.<br><br>• **Principle 2:** Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.<br><br>• **Principle 3:** Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private-sector investment, to stimulate sustainable economic activities and to create long-term employment opportunities.<br><br>• **Principle 4:** Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital | • The SDF should identify growth nodes which are viewed as potential areas. It can promote either clustering of economic activities in areas with high potential for economic development or, where feasible.<br><br>• It can promote spread of economic benefits which are not dependent on clustering within the areas of the municipality where relatively low economic potential exist by identifying potential and suitable activities for those parts. |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | investment beyond basic services to exploit the potential of those localities.<br><br>• **Principle 5:** In In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centers<br>These guidelines are regarded or recognized as critical tools for bringing about coordinated government action and alignment to meet social, economic and environmental objectives. | |
| **Provincial Growth Development Strategy (PGDS)** | The PGDS aims to build this gateway by growing the economy for the development and the improvement of the quality of life of all people living in the Province. Whilst the Provincial Government of KZN is leading this process, its success depends on strong compacts with labour, civil society and business. Thus it is critical that all stakeholders be synchronized in the single-minded pursuit of shifting KZN's growth path towards shared growth and integrated, sustainable development. The strategy indicated strategic goals to be achieved for the province (*See the Strategic Framework* )<br><br>The adopted vision for the province reads as follows: | The Big 5 Hlabisa should make use of the PGDS informant's maps and data available.<br>• The PGDS has made use of the Provincial SDF, therefore the Big 5 Hlabisa SDF output should provide similar framework at a local scale for public and private sector investment by highlighting areas of development opportunity.<br><br>• In that sense, the developed SDF will structure and develop a sensible |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | **The "By 2030 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World"**<br><br>The purpose of the PGDS in KwaZulu-Natal is to:<br><br>• Be the primary growth and development strategy for KwaZulu-Natal to 2030;<br><br>• Mobilise and synchronise strategic plans and investment priorities in all spheres of government, state owned entities, business, higher education institutions, labour, civil society and all other social partners in order to achieve the desired growth and development goals, objectives and outcomes;<br><br>• Spatially contextualise and prioritise interventions so as to achieve greater spatial equity;<br>• Develop clearly defined institutional arrangements that ensure decisive leadership, robust management, thorough implementation and on-going review of the growth and development plan. | development that works towards a common goal and ensure that development on local level does not take place in an ad hoc silo on its own.<br><br>• It also should address key issues of implementation blockages whilst providing strategic direction.<br>• It should provide a constructive vision formulated by relevant stakeholders and the community in order to achieve<br><br>• It should identify development corridors and nodes aligned with the PGDS and PSEDS development corridors and activity nodes.<br>• It should address development issues found in the municipality and achieve objectives as required by the municipality. |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | The strategy further stated that in order for the 2011 KZN PGDS to deliver on shared growth and integrated, sustainable development through its interventions, all spheres of government must commit to the following:<br>• The implementation of catalytic projects and interventions,<br>• Effective participation in the institutional implementation framework,<br>• The incorporation of the strategic goals and objectives in their priorities and programmes,<br>• The reporting of progress, and<br>• The provision and allocation of the required support and resources. | |
| **New Growth Path** | The New Growth identifies the employment issues as its main focus point. The development of descent work and improvement and reducing inequality and defeating poverty has been discovered through the New Growth Path. The policy then aims to restructure the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. The Government is committed to forging such a consensus and leading the way by: | The SDF should introduce development projects which will bring about job opportunities.<br>The SDF must create and delineate potential areas for development which attract people to |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | | |
| **National Development Plan 2030** | The National Development Plan is a broad strategic framework which aims to set out a coherent and holistic approach to confronting poverty and inequality based some of the interlinked priorities on the following:<br>• Faster and more inclusive economic growth<br>• Building the capabilities<br>• A capable and developmental state<br><br>The plan presents a long-term strategy which include but not limited to the following :<br>• Aims to increase employment and broaden opportunities through education, vocational training and work experience, public employment programmes, health and nutrition, public transport and access to information.<br>• Expand welfare services and public employment schemes, enabling the state to service and support poor communities, particularly those with high levels of crime and violence.<br>• Improve the quality of education in underperforming schools and further education and training colleges. | The Big 5-Hlabisa SDF should consider propose future development which includes the need for housing, proper social facilities, proper infrastructure where it is highly required.<br>Rural areas in Hluhluwe lack of adequate road network thus the framework will aim to improve such development issues by means of introducing potential corridors and infrastructure projects.<br>With the substantial focus on job creation and economic development spatial planners will have to ensure that adequate space is available to accommodate the required economic growth. It is therefore essential to estimate the contributions of the various sectors and the related space requirements. |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | • Promote mixed housing strategies and more compact urban development to help people access public spaces and facilities, state agencies, and work and business opportunities.<br>• Invest in public transport, which will benefit low-income households by facilitating mobility the plan emphasises the urgent need to make faster progress on several fronts to sustainably reduce poverty and inequality. | |
| **Spatial Planning Land Use Management Act 16 of 2013** | **The act introduces provision to:**<br>• promote a uniform planning and development system<br>• promote spatial justice, resilience, sustainability and redress<br>• facilitate spatial alignment and coordination<br>• provide for the establishment of MPT and other tools | The Municipality must, in order to determine land use and development applications within its municipal area, establish a Municipal Planning Tribunal.<br><br>Designate a municipal official to act as an inspector for the purpose of enforcing the provisions of the land use scheme and undertake inspections<br><br>Make a determination on the type of Appeal Authority, which can be, the executive committee or the executive mayor of the municipality |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| **Comprehensive Rural Development Programme (CRDP)** | This framework was approved in 2009 by the Cabinet. The CRDP is a programme which adopts a participatory community based planning that is aims at being effective in rural areas to improve rural development. It aims to respond and addressing poverty and food insecurities by maximising the use and management of natural resources to create vibrant, equitable and sustainable rural communities.<br><br>This can be achieved through coordinated and integrated broad-based agrarian transformation as well as strategic investment in the relevant economic and social infrastructure to the benefit of all rural communities and not only those involved in agriculture. The success of rural development will culminate in sustainable and vibrant rural communities. Integrated rural development is a concept for planning and thus a strategy for multi-sectorial and multi-facetted interventions designed to ensure sustained improvements in the lives of rural dwellers and rural economies.<br><br>Rural development programmes are more effective and with sustainable impact if implemented in combination with community-based traditional knowledge. Public participation is therefore a suitable approach to address rural development issues therefore | The SDF should ensure that the elements of rural development, sustainability and integration are taken into account and should also promote investment in the rural parts of the municipality.<br>The SDF should aim at promoting public participation to gain consensus on decision making regarding the development needs proposed by the community or municipality in order to achieve a credible SDF for the municipality.<br>The SDF should address land reform issues for Big 5-Hlabisa e.g. rural areas which fall under the Ingonyama Trust, it is therefore required that the municipality has to liaise with the Ingonyama Trust Board in order to proclaim the land. PDA Application for development within these areas may be required for the purpose of following the stipulated regulations. |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | achieve a successful and acceptable rural development to communities.<br><br>This programme aim to achieve the mandate which was raised by the Ministry and Department of Rural and Land Reform. The mandate introduced includes the following:<br>• Intensify the land reform programme to ensure that more land is made available to the rural poor, while providing them with technical skills and financial resources to productively use the land to create sustainable livelihoods and decent work in rural areas.<br>• Review the appropriateness of the existing land redistribution programme, introduce measures aimed at speeding up the pace of land reform and promote land ownership by South Africans.<br>• Expand the agrarian reform programme, which will focus on the systematic promotion of agricultural cooperatives throughout the value chain, including agro-processing in the agricultural areas.<br>• Support measures will be developed to ensure improved access to markets and finance by small farmers, including fencing and irrigation systems. | |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | • Establish a much stronger link between land and agrarian reform programmes, as well as water resource allocation to ensure that the best quality of water resources are available to all our people, especially the poor.<br>• Ensure that all schools and health facilities have access to basic infrastructure such as water and electricity by 2014.<br>• Introduce the provision of proper sanitation systems in rural areas.<br>• Strengthen the partnership between government and the institution of traditional leadership to focus on rural development and the fight against poverty.<br>• Work together with farming communities to improve the living conditions of farm dwellers, including the provision of subsidised houses and other basic services.<br>• The development programme further identifies development priorities and land reform issues to be addressed for rural development which include but no limited to the following:<br>• Improved economic infrastructure, social infrastructure, increasing the pace of land distribution and increasing the pace of land tenure for rural areas. | |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| **Urban Development Framework** | The Urban Development Framework committed the government to the goals of the habitat agenda which is essentially adequate shelter for all and the development of sustainable human settlements. It set a number of goals, identified priority interventions, and introduced programmes in support of the national urban development vision and addressing the urban land question. | The SDF should therefore aim to integrate the Hluhluwe town with the adjacent potential areas for development by improving housing and infrastructure, creating habitable and safe communities and promoting economic development.<br>CBD Study/UDF should be compiled in the SDF as one of the catalytic projects. |
| **White Paper on Land Policy and related policies** | The central thrust of the policy is the land reform programme, which aims to contribute to economic development, both by giving households the opportunity to engage in productive land use and by increasing employment opportunities through encouraging greater investment. The programme is made up of three elements viz. land restitution, land redistribution and land tenure. | There are land reform projects within the municipality. Initiatives to ensure the sustainability of the land should be encouraged. |
| **Breaking New Ground** | The policy promotes the achievement of a non-racial, Integrated society.<br>The focus of the policy is to change the delivery of housing at scale, to ensuring that housing delivery results in Development of sustainable human. Settlements and quality housing.<br>The objectives of the policy are specified as follows: | The aspects of the policy which needs to be taken into consideration in the Big 5 Hlabisa SDF relate to:<br>• The Big 5-Hlabisa SDF should indicate the potential areas for housing development projects. This will then promote and create sustainable human settlements. It should aim to provide for |

| INSTRUMENT | BRIEF SUMMARY | IMPLICATION FOR BIG 5-HLABISA SDF |
|---|---|---|
| | • Accelerating the delivery housing as a key strategy for poverty alleviation<br>• Utilising provision housing as the major job creation strategy<br>• Ensure property can be accessed by all as an access for wealth and empowerment.<br>• Leveraging growth in the economy<br>• Combating crime, promote social cohesion and improving quality of life for the poor.<br>• Supporting the functioning of the entire residential property boom and the second economy slump; and<br>• Utilising housing as an instrument for the development if sustainable human settlements. | different typologies in different settlement areas; however try to integrate the built form according to the area type and the development principles.<br><br>• For example the eradication of informal settlements through in situ upgrading in desired locations coupled with the relocation of household where development is not possible or not desirable. Accessing well located land for housing projects. |

## HLUHLUWE (NORTH EASTERN PART OF THE MUNICIPALITY)

The population settlement density is generally below 150 people per km². A higher population density is found in Ward 2 (Makhasa Traditional Authority area). Higher densities are also found at the following rural nodal areas Mnqobokazi, Nibela and Makhasa.

Specific location/spatial characteristics are evident that have shaped the spatial development of the Hluhluwe Area. A comprehensive articulation has been made under section C, Situational Analysis of this document

- **Accessibility**

  The N2 is the main link between Durban, the KZN North Coast, Gauteng and Mpumalanga. It traverses the area on the west. The SDI road to Mbazwana and Manguzi is the main access to the eastern portion of the municipality. Sandy soil conditions in Hluhluwe Bay area complicate access and many roads are not accessible during the rainy season.

- **Agglomeration**

  The development in the Traditional Authority (TA) areas, i.e. Makhasa, Nibela and Mnqobokazi is scattered settlement pattern with an absence of a strong nodal hierarchy. As a result, service provision, both physical and social, is poor and the delivery of services to such a dispersed settlement remains problematic and expensive. The establishment of a nodal hierarchy is critical to ensure the efficient delivery of services and infrastructure to these areas.

- **Agricultural potential**

  The Big 5 Hlabisa area has limited agricultural potential. The area with the highest potential is the Nibela TA area. The rainfall drops from the East (coastal) to the west (inland). Improved agriculture production can be remedied by the introduction of sound agricultural management and irrigation'

- **Development Nodes and Corridors**

  Development nodes and corridors within Big 5 are articulated as follows:

  **Primary Node - Hluhluwe Town (Ward 03)**

The town of Hluhluwe remains the major development area (from an urban perspective) in the municipal area. The town is at the gateway to the LSDI road, close of the N2 and an existing service center to the commercial farming community. The town provides its catchment with a wider variety

of social and administrative services as well as community facilities than the other urban nodes in the municipality. From a spatial development perspective, development in and around the town of Hluhluwe should focus on infill and densification, thereby ensuring the maximum use of infrastructure and services. It is also important that critical maintenance to the town's infrastructure is done to ensure it maintains its important development role.

**Secondary Node – Makhasa (Ward 02)**

The Makhasa Rural Node is the major economic (from a commercial and value adding perspective) and social node in the rural areas of the municipality. It is classified as such given its locality on the LSDI road and the fact that access to both the Nibela Peninsula and the Phinda Game Reserve is gained from it. There already a number of developments in the node with a major sport stadium being developed. There is also increasing pressure for the further development of the node as its economic and social role is recognized by the community and investors alike. As such, it is imperative that a framework for the development of the Makhasa Node be prepared in the short term to ensure the orderly (and sustainable) development of the node. This framework plan will also have to provide guidelines in terms of access to developments adjoining the LSDI road.

**Tertiary Node - Mnqobokazi (Ward 01)**

The Mnqobokazi Rural Node is the minor economic (commercial and value adding) and social node in the municipality. It has similar characteristics than the Makhasa Node but does not have the same development pressure and extent. It is also located along the LSDI road but is not at such an important intersection of the Makhasa Node. While the development of a framework for the node is also important it should follow the Makhasa node framework. As with the Makhasa Node, the node has a large catchment community that relies on the social services accessible at the node

**Tertiary Node Nibela (Ward 04)**

With regard to the nodal development of Nibela it is important to recognize that, although many people live in the area, the area is more isolated (in terms of access) than the economic and social nodes. However, the area has significant tourism development potential. As such, the Nibela node is classified as a social and tourism node. The node has a definite role to provide social services to the community while it is likely that only limited economic activity would be sustainable in the node given its location. At present, a process is underway to investigate and propose delineation for the node along with land use management guidelines.

The SDF for the municipality, as a forward planning document, is informed by a number of current trends as well as the municipal strategic focus areas. The strategic focus areas of the municipality that have an impact that can be affected and presented spatially are depicted hereunder:

- To create an enabling environment for effective service delivery
- To actively pursue social and economic development
- To maintain a strong environmental focus

The SDF for Big 5 Hlabisa is based on land use and natural features (as well as existing community facilities), the transportation network and nodes, i.e. areas of development or investment. Future development proposals around these are informed by the strategic focus areas listed above

Land uses and natural features in and adjoining the municipal area that are significant from a spatial development perspective are the Greater St Lucia Wetland Park, Private Game Reserves as well as District Reserves ( Umkhanyakude DMA).

The population density map shows that the areas listed above have very low population densities as well. The distribution of community facilities (namely schools and clinics) clearly follows the areas of highest population density and is not located in these areas of environmental significance. From a spatial development perspective these areas are protected by way of an Interface Area that buffers the areas of environmental significance from extensive development intrusion. Rather, limited agriculture and eco-tourism is suggested to be undertaken in these interface areas.

With regard to the Transportation Network the SDF does not indicate corridors but rather transport routes with a distinction between the types of transport network. Thus, there is caution not to identify corridors that may be perceived to be promoting ribbon development. The following type of transport routes are identified in the SDF

- The N2 and the LSDI Road are national roads. They present the municipal area with development potential in that they provide access to areas with development potential by way of other non-national roads that intersect with them. Access off these roads is not readily attained /permissible. The N2 in particular (and the LSDI road to a smaller degree) carries larger volumes of traffic than the other roads through the municipal area at higher traveling speeds. As such, the N2 and the LSDI are classified in terms of the SDF as Main Transport Routes. Importantly, these routes have limitations on the distance (not only access) of development from them by way of road building lines. These have to be abided by for safety purposes and the fact the infrastructure services are in the road reserve of the LSDI road in particular.

  There are a number of Tourism Routes identified in the SDF as well.

  - The first one is the P466. It primarily provides access to the various private game reserves located in the northern portion of the municipal area between the N2 and the LSDI road. This area described above is referred to as a "Management Area" in the draft rural LUMS. A variety of tourism and recreational related activities take place in this area that need to be managed in terms of the appropriate legislation.

  - The R22 route is a gateway route for Hluhluwe and a tourism corridor

- Secondly, the route from Hluhluwe in a westerly direction, across the N2, towards the northern entrance of the Hluhluwe Umfolozi Game Reserve is proposed as a tourism route in the SDF. A portion of this route is the entrance into Hluhluwe town from the N2.

- The circular route that provides access to the False Bay and numerous private resorts to the west of Lake St Lucia is also a very important tourism route in the SDF.

- A further route that is considered to be a tourism route is the route that provides access from Makhasa to Nibela (in a south easterly direction) and towards Mnqobokazi in the north. It is the proximity of the area that is served by this route to Lake St Lucia and the Greater St Lucia Wetland Park that has contributed to is proposed tourism route status. The area referred to has inherent tourism potential.

- Access to the various private game reserves is also gained from Makhasa in a westerly direction as shown on the SDF map as well.

I. HLABISA AREA

The following nodal hierachy is proposed to be implemented in the Hlabisa Municipality. The nodes and their functions are mentioned here whilst the proposed spatial development of the nodes are discussed as part of future land Uses.

**Nodal Development Classification**

**Primary Development Nodes**

The study also identified the following complex consisting of the following areas as the primary development nodes in Hlabisa:

Hlabisa

The main economic centre of the Municipality. With a densely populated residential area on the southern and south easter parts of the Municipality.

The following interventions/developments are envisaged within this node:

- Low Intensity Industrial development based on local manufacturing skills as proposed in the LED Strategy;
- Commercial Development;
- Decentralization point for local adminitration of provincial and local government services;
- Higher order social and commercial services;

- Integration with major urban centres
- Housing development

**Secondary Development Nodes/Services Centres**

The following areas were identified as secondary development nodes, based on the presence of large population densities, and servises delivered via the present of government departments. These localities have existing social infrastructure that consist of primarily of education facilities or clinics, which are unfortunalely not always linked to the Traditional Courts in the area.

**Secondary Nodal Devlopments**

| Node | Nodal Development |
|---|---|
| Mpembeni | Mpembeni serves a large (but dispersed) community to the east of Hlabisa Town. This Node houses the Mpembeni Taditional Court situated there and therefore this node serves as the Seat of the Mpembeni Area. Subsequently this is a central and well place3d area for the provision and distribution of social infrasturcture to the Mpembeni Community |
| Ezibayeni | Ezibayeni is the largest of the two nodes serving the eastern part of the Municipality. This note also houses the Traditional Office of the Mdletshe Traditional Council, and is cetrally situated to disseminate social services to the surrounding |

The following interventions/developments are envisaged within this node:

- Provision of social infrastructure to communities
- Limited commercial development to serve in needs of communities being serviced
- Decentralization point for local administration of provincial and local government services

**Tertiary Development Nodes**

Tertiary nodes are the second lowest order nodes which may develop a nucleus and emerge into higher order nodes over time. A range of services for local communities could be concentrated within these nodes in a sustainable way. In identifying suitable/optimal locations. These include, amonst other factore:

- Density and distributed of population to be served
- Level of existing economic activity
- Proximity of transport routes and modes of transport
- Topography of locality
- Land Tenure arrangements
- Level of service infrastructure

The following nodes were identified as tertiary nodes:

- Ngebeza
- Nhlwathi
- Mthekwini
- Mganwini

**Rural Settlement Clusters**

Rural Clusters are the lowest order nodes found within the Municipality. High level services cannot be provided cost-effectively within these areas and initiatives will be aimed at basic service delivery.

**Intended Future Land Uses**

The table below depicts the land use topics that are discussed and which land use categories are proposed for each of the nodes. Detail is given in the section below.

| Node/Area | Development corridor | Residential-Formal | Residential Rural | Industrial | Expansion Area | Commercial & Mixed Use | Mining | Agriculture | Urban Agriculture | Tourism |
|---|---|---|---|---|---|---|---|---|---|---|
| Hlabisa | X | X | | x | x | X | | | x | |
| Mpembeni | | X | | | | X | | | | |
| Ezibayeni | | X | | x | x | X | | | | |
| Ngebeza | | X | | | | | | | | |
| Nhlwathi | | X | | | | X | | | | |
| Mthekwini | | X | | | x | X | | | | |
| Mganwini | | X | | | | X | | | | |
| Municipal Wide | | | X | | | | x | x | | X |

## 5.4 ENVIRONMENTAL SENSITIVE AREAS

The municipal area contains sites of environmental sensitivity which should be afforded protection so as to be preserved for future generations. The municipality's IDP recognizes the importance of these areas and the adoption of the LUMS for the municipality will identify priority areas for management and types of development and will suggest appropriate management techniques to ensure that these assets are not undermined during development. In this regard the areas identified by KZN Wildlife as mandatory reserves need to be protected from developments which may have a negative impact as it contains flora and fauna which are found/breed only in these areas.

In addition uMkhanyakude District Municipality's (UDM) and the KwaZulu-Natal Department of Agriculture, Environmental Affairs and Rural Development (DAEARD) embarked on a process to develop an Environmental Management Framework (EMF) for the district. Nemai Consulting was appointed to prepare the uMkhanyakude EMF. The projects were successfully done and seek to ensure that issues of environmental management are considered and any development happening in the district does compromise development of future generations

According to the EMF Regulations (Government Notice No. R547 of 18 June 2010), an EMF is a study of the biophysical and socio-cultural systems of a geographically defined area to reveal where specific land uses may best be practiced and to offer performance standards for maintaining appropriate use of such land.

An EMF includes a framework of spatially represented information connected to significant environmental (i.e. ecological, social and economic) parameters, such as ecology, hydrology, infrastructure and services. A key function of an EMF is to proactively identify areas of potential conflict between development proposals and critical/sensitive environments (DEAT, 1998).

# VI. SECTION E2: IMPLEMEMENTATION PLAN

## THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (PLAN 2020/2021(SDBIP)

### Introduction

The Service Delivery and Budget Implementation Plan (SDBIP) is prepared in terms of the Municipal Finance Management Act (MFMA), section 53. The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA. The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a "contract" between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end of-year targets and implementing the budget.

The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality.

The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the municipal manager and senior managers determined at the start of every financial year and approved by the mayor. It must also be consistent with outsourced service delivery agreements such as municipal entities, public-private partnerships, service contracts and the like.

| 2020/2021 |
| --- |
| **FINANCIAL PLAN** |

## 1. FINANCIAL PLAN

### 1.1. PURPOSE

- The purpose of this document is to outline the comprehensive multi-year financial plan that will ensure long-term financial sustainability for the Municipality.

- A multi-year financial plan is essential to ensure that the Municipality continues to implement its mandate effectively without impairing its capital base. It will also enable the Municipality to move towards self-sufficiency in meeting the growing demands of service delivery.

- The focus here is to outline the role forecasting as a critical tool of local government finance and to provide guidelines to strengthen local public finances in improving the financial management. In particular, proper financial management must: adequately control the total level of revenue and expenditure, appropriately allocate public resources among functional areas and programs, and, ensure that departments operate as efficiently as possible. This Plan is prepared in terms of section 26(h) of the *Local Government Municipal Systems Act*, as amended, which stipulates that municipalities must prepare a financial plan as part of their Integrated Development Plan. The three-year Financial Plan includes an operating Budget and Capital budget, informed by the IDP priorities. It takes into account the key performance areas of the IDP. All programmes contained in the budget are reflected in the IDP. The key benefit of financial planning and budgeting is that it gives stakeholders the opportunity to stand back and review their organizational performance and the factors affecting operational requirements.

These can include:

- Greater ability to make continuous improvements and anticipate problems
- Sound financial information on which to base decisions
- Improved clarity and focus
- A greater confidence in your decision making
- In contrast with accounting records, which are retrospective, a financial planning or in simple terms budgeting is generally a projection of future revenues and expenditures. At a minimum, a financial plan is used to control financial transactions as well as a management and planning tool. Because local government provides services, forecasts are needed to plan for and control the receipt and expenditure of monies to meet these ends.

### 1.2. BACKGROUND

- A financial plan is prepared and considers for a period of at least three years with specific reference to the year being budgeted for, however it is preferred that it should be for over a period of five or more years.

- A multi-year financial plan is prepared to ensure financial sustainability of the Municipality, paying particular attention to the Municipality's infrastructure requirements.

- It is also an important component of the Municipality's Integrated Development Plan.

- A prudent multi-year financial plan identifies and prioritizes expected needs based on the Municipality's Five-year Integrated Development Plan and details estimated amounts of funding from various sources

- The multi-year financial plan will also ensure that the Municipality has greater financial health and sustainability, making it easier to collaborate on projects with other levels of government and various public and private stakeholders. This will further enhance the ability of the Municipality to have access to more financing, funding and grants.

- Municipalities require access to adequate resources and budgetary powers to fulfil their assigned functions. Municipalities need to have access to adequate sources of revenue – either own resources or intergovernmental transfers – to enable them to carry out the functions that have been assigned to them. Municipalities should be encouraged to fully exploit these sources of revenue to allow for realistic planning and should ensure efficient allocation of these financial resources. The rural nature of the Municipality and the fact that 95% of all land are under Tribal Management have a serious impact on the revenue base. Tribal land is exempted from property rates with the effect that the Councils revenue collected from property rates are very limited.

**Linking the IDP and the Budget**

- The general principle in constructing a municipal budget is that the developmental policy proposals that are contained in the IDP of the Municipality must be costed and budgeted for. Having looked at the Municipality's IDP, you may want to verify whether priority issues have also been budgeted for in alignment with the IDP documentation. This information should, at least to some extent, be found in the Municipality's budget.
  Alignment for the capital budget to the IDP occurred mostly at a project level and not necessarily at a strategic level. Having undertaken an assessment of spending patterns against IDP Priorities, it was found that the IDP and the Budget (Operating and capital) is actually more aligned to the IDP than originally expected. But, the allocation of the budget (operating and capital), is something that need to be addressed through the development of a prioritization/allocation model against IDP priorities aligned to financial strategies.

## 1.3. FINANCIAL STRATEGY FRAMEWORK

- Big 5 Hlabisa Municipality is striving for service delivery excellence. The Municipality is facing many challenges with regards to finances.

- The priority for the Municipality, from the financial perspective is to ensure viability and sustainability of the Municipality. The multi-year financial plan and related strategies will

therefore need to address a number of key areas in order to achieve this priority. These strategies are detailed below:

### 1.3.1 Revenue Enhancement Strategy

- To seek alternative sources of funding;
- Expand income base through implementation of new valuation roll;
- The ability of the community to pay for services;
- Identification and pursuance of government grants;
- Tightening credit control measures and debt collection targets;
- Improve customer relations and promote a culture of payment;
- Realistic revenue estimates;
- The impact of inflation, the municipal cost index and other cost increases; and
- The creation of an environment which enhances growth, development and service delivery.

### 1.3.2 Asset Management Strategy

- The implementation of a GRAP compliant asset management system;
- Adequate budget provision for asset maintenance over their economic lifespan;
- Maintenance of asset according to an infrastructural asset maintenance plan;
- Maintain a system of internal control of assets to safeguard assets; and
- Ensure all assets owned and/or controlled except specific exclusions are covered by insurance.

### 1.3.3 Financial Management Strategies

- To maintain an effective system of expenditure control including procedures for the approval, authorization, withdrawal and payment of funds;
- Preparation of the risk register and application of risk control;
- Implement controls, procedures, policies and by-laws to regulate fair, just and transparent transactions;
- Continuous training and development of senior and all financial staff to comply with prescribed minimum competency levels;
- Other continuous training and development for all financial staff to develop staff from time to time;
- Implement GRAP standards as gazette by National Treasury; and
- Prepare annual financial statements timeously and review performance and achievements for past financial years.

### 1.3.4 Operational Financing Strategies

- Effective cash flow management to ensure continuous, sufficient and sustainable cash position;
- Enhance budgetary controls and financial reporting;
- Direct available financial resources towards meeting the projects as identified in the IDP;
- To improve Supply Chain Management processes in line with regulations.; and

- Conservative spending patterns that are in line with cost containment measures and circulars issued by Treasuries from time to time and expenditure management.

### 1.3.5 Capital Financing Strategies

- Ensure service delivery needs are in line with multi-year financial plan;
- Careful consideration/prioritization on utilizing available resources in line with the IDP;
- Analyse feasibility and impact on operating budget before capital projects are approved;
- Determine affordable limits for borrowing;
- Source external funding in accordance with affordability;
- Improve capital budget spending to achieve full spending; and
- Maximizing of infrastructural development through the utilisation of all available resources.

### 1.3.6 Cost-Effective Strategy

- Invest surplus cash not immediately required at the best available rates;
- Restrict capital and operating expenditure increases in relation to the inflation rate taking into consideration the macro economic growth limit guideline and municipal cost increases.
- To remain as far as possible within the following selected key budget assumptions:

    - ❖ Provision of bad debts;
    - ❖ Overall cost escalation to be linked to the average inflation rate;
    - ❖ Tariff increases to be in line with inflation plus municipal growth except when regulated;
    - ❖ Reasonable budget maintenance of Municipal assets;

### 1.3.7 Measurable Performance Objectives for Revenue

- To maintain the debtors to revenue ratio below 10%;
- To maintain a debtor's payment ratio of at least 70%;
- To ensure that the debtors return remain under 60 days;

It should also be noted that the National state of disaster declared by RSA President in March 2020 following COVID-19 will have a negative impact on the payment of services by Municipal customers and realizing the rates indicated above might not be feasible as it was previously.

## 1.4 Financial Management Policies

- The purpose of financial policies is to provide a sound environment to manage the financial affairs of the Municipality. The following are key budget related policies:

**1.4.1 Tariff Policy** – the policy prescribes the procedures for calculating tariffs. This policy is required in terms of Section 74 of the Local Government Municipal System Act, Act 32 of 2000;
***Status: working on the 2020/2021***

**1.4.2** **Rates Policy** – a policy required by the Municipal Property Rates Act, Act 6 of 2004. This policy provides the framework for the determination of rates;this has been implemented with the Municipal Property Rates Act with effect from 1 July 2009. Policy has to be reviewed annually when the draft budget is submitted. ***Status: working on the 2020/2021***

**1.4.3** **Indigent Support Policy** – The criterion for benefits under this scheme is part of the credit control policy. An indigent is kept up to date in a form of a monthly register and a separate indigent policy has been developed in line with this. The survey forms to qualify for the indigent support must be completed annually. The Municipality may annually as part of its budgetary process, determine the municipal services and levels thereof which will be subsidized in respect of indigent customers in accordance with the national policy but subject to principles of sustainability and affordability. An indigent customer shall automatically be deregistered if an audit or verification concludes that the financial circumstances of the indigent customer have changed to the extent that he/she no longer meets the qualifications. The indigent customer may at any time request de-registration. This category might increase during 2020/2021 financial as a result of COVID-19 pandemic job losses.
***Status: working on the 2020/2021***

**1.4.4** **Budget Policy** – The annual budget is the central financial planning document that entails all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The accounting officer confirms the municipal's priorities in the formulation of the draft and the final budget document proposal. A budget, as per S71 of the MFMA, is subject to monthly control and be reported to Council with recommendations of action to be taken to achieve the budget's goals. The budget is also subject to a mid-term review which might result in a revised budget, thereby resulting in the adjustments budget, which is in terms of S28 of the MFMA. Unfinished capital project budgets shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding, which will require the rolling over of those funds together with the project this policy set out the principles which must be followed in preparing a Medium-Term Revenue and Expenditure Framework Budget. It further ensures that the budget reflects the strategic outcomes embodied in the IDP and related strategic policies. ***Status: working on the 2020/2021***

**1.4.5** **Asset Management Policy** – the objective of the policy is to prescribe the accounting and administrative procedures relating to property, plant and equipment; ***Status: working on the 2020/2021***

**1.4.6** **Accounting Policy** – the policy prescribes the basis of presentation of the Annual Financial Statements in accordance with the Generally Recognized Accounting Practices and Accounting Standards; ***Status: working on the 2020/2021***

**1.4.7** **Supply Chain Management Policy** – this policy is developed in terms of Section 11 of the Municipal Finance Management Act, Act 56 of 2003. The principles of this policy is to give effect to a fair, equitable, transparent, competitive and cost effective system for the procuring

of goods and services, disposing of goods and selecting of contractors in the provision of municipal services ***Status: working on the 2020/2021***

**1.4.8 Subsistence and Travel Policy** – this policy regulates the reimbursement of travelling and subsistence cost to officials and councillors attending official business activities**.**
***Status: working on the 2020/2021***

**1.4.9 Credit Control and Debt Collection Policy** – this policy provides for credit and debt collection procedures and mechanisms to ensure that all consumers pay for the services that are supplied. ***Status: working on the 2020/2021***

**1.4.10 Investment Policy** – this policy was compiled in accordance with the Municipal Investment Regulation R308 and ensures that cash resources are managed in the most efficient and effective manner possible ***Status: working on the 2020/2021***

**1.4.11 Short-term Insurance Policy** – the objective of the policy is to ensure the safeguarding of Council's assets. ***Status: working on the 2020/2021***

**1.4.12.** ***Principles and Policy on Borrowings***- The purpose of this policy is to ensure that borrowing forms part of the financial management procedures of the Municipality and to ensure that prudent borrowing procedures are applied consistently. ***Status: working on the 2020/2021***

## 1.5. REVENUE FRAMEWORK

- In order to serve the community and to render the services needed, revenue generation is fundamental to financial sustainability of every Municipality.
- The reality is that we are faced with developmental backlogs and poverty, challenging our revenue generation capacity. The requests always exceed the available funds. This becomes more obvious when compiling the Municipality's annual budget.
- Municipalities must table a balanced and more credible budget, based on realistic estimation of revenue that is consistent with their budgetary resources and collection experience.
- Revenue collection from municipal rates is expected to be negatively affected during 2020/2021 as a result of expected report on job losses caused the declared National state of disaster.
- The revenue strategy is a function of key components such as:

    - Growth in town and economic development;
    - Revenue enhancement;
    - Achievement of above 90% annualized collection rate for consumer revenue;
    - National Treasury guidelines;
    - Approval of full cost recovery of specific department;
    - Determining tariff escalation rate by establishing/calculating revenue requirement; and
    - Ensuring ability to extent new services and recovering of costs thereof

- The South African economy is currently not doing well economically. Consequently, cash flows are expected to remain under pressure for the 2020/21 financial year and a conservative approach is followed to project expected revenues and cash receipts.

## 1.6. GRANT FUNDING

- The Division of Revenue Act contains allocations from National and Provincial, which allocations are recognized as government grants and factored as follows over the medium term:

- The Equitable share allocation to the local sphere of government is an important supplement to existing municipal revenue and takes account of the fiscal capacity, fiscal efficiency, developmental needs, extent of poverty and backlogs in municipalities

- It is an unconditional grant and allocations are contained in the Division of Revenue Act (DORA)
- The structure and components of the formula are summarized as follows:

  Grant = BS + D + I + R+ (-) C where:

  BS = Basic Service Component
  D = Development component
  I = Institutional Support Component
  R = Revenue-raising Capacity Correction
  C = Correction and stabilization factor

- A Municipality is prioritizing its budget towards poor households and national priorities such as free basic services and the expanded public works programmes.

- Operating grants for 2020/2021 comprises a large percentage of the total government grants than capital grants (Refer to draft budget).

- Government grants contributes a large percentage on the total revenue of the Municipality.

## 1.7 TARIFF SETTING

Big 5-Hlabisa Municipality derives its revenue from the provision of services such refuse removal. A considerable portion of the revenue is also derived from property rates and grants by national governments as well as other minor charges such as traffic fines.

As in the past, increase cost primarily driven by the Consumer Price Index (CPIX), dictates an increase in the tariffs charged to the consumers and the ratepayers.

It is realised that the ability of the community to pay for services rendered is also under tremendous pressure and that the economic outlook for the near future require everybody to make sacrifices.

The additional revenue that will be generated through tariff increase has to ensure continued service delivery.

The figures released by Stats SA indicate contractions in several spheres of the economy and this confirms that the disposable income of households remain under a lot of strain.

By drastically increasing tariffs on essential commodities, more strain will be added for the already cash stripped resident households.

Increases beyond the CPIX included in the medium term will only add to bad debt which is already high and a decline in the cash flow.
It must be kept in mind that households cash flow will definitely be strained by a continuous tariff increase of electricity by ESKOM.

Credit Control and Debt Collection Policy needs to be implemented particularly with regards to the appointment of the Debt Collection Agency will aid in ensuring that the Municipality increase the collection rate. It is however envisaged that with the pressure on tariff increases to fund the medium term budget, the payment rate will become under pressure and special attention will have to be paid on managing all revenue and cash streams especially debtors.

Indigent allocation is mainly used to provide free basic services and burial support to indigents.

## 1.8. EXPENDITURE FRAMEWORK

Some of the salient features and best practice methodologies relating to expenditure include the following:

- Asset renewal strategy (infrastructure repairs and maintenance a priority)
- Balanced budget constraint (expenditure cannot exceed revenue)
- Capital programme aligned to asset renewal strategy
- Operational gains and efficiencies resulting in additional funding capacity on the capital programme as well are direction of funding to other critical areas, and
- Strict principle of no project plan (business plan) no budget allocation (funding allocation)

1.8.1 In terms of the projections for the 2020/2021 financial year, indicative salary increase is 6.25% per annum.

1.8.2 The total employee related costs is estimated to be plus or minus 50% of total operating expenditure.

1.8.3 The cost associated with the remuneration of councillors will be determined and informed directly by way of the Remuneration of Public Office Bearers Act 1998 (Act No. 20 of 1998) as per the municipal grading.

1.8.4 Aligned to the best practice methodology of preserving and maintaining current infrastructure, the expenditure framework has essentially catered for infrastructure maintenance.

1.8.5 Repairs and maintenance budget in future years should be given a priority as per the approved maintenance plan.

1.8.6 Expenditure Framework in Major sources.

## 1.10. CAPITAL REQUIREMENTS & FUNDING

1.10.1 The above figures are based on the projects identified through the IDP process project phase and reflect estimated amounts based on the availability of funding. It is clear that other projects do not have funding hence only funded projects are listed in the above

1.10.2 It is imperative that capital budgets are prioritized to reflect consistent efforts to address backlogs in basic services and the refurbishment and expanding of existing infrastructure.

1.10.3 It is important to realize that these figures are only indicative of the different services and may vary as priorities change.

1.10.4 From the above it is clear that for the next three years many challenges lie ahead to appropriate capital expenditure towards available sources of funding and to obtain alternative funding sources to address the needs as identified in the IDP.

1.10.5 In terms of infrastructure development and to reach the government service delivery targets, 100% of the Municipal Infrastructure Grant (R21 239 000,00) has been allocated and R10 250 000,00 allocated for sports and recreation. Also internally generated Capital budgeted at R2,9 million which totals to 1.8% of total operating revenue.

1.10.6 The projected sources of funding over the medium term have been carefully considered.

## 1.11 INTERNALLY FUNDED CAPITAL

| Details | Ward | Funding | | 2017/18 | 2018/19 | 2019/20 |
|---|---|---|---|---|---|---|
| Ebuvumbeni Community Hall | Ward 4 | MIG | | | R 2 000 000 | R3.5Million |
| Mgwenya Community Hall | Ward 2 | MIG | | | R 3 500 000 | R3,5 Million |
| Bangizwe Stadium | Ward 6 | MIG | | | R 2 500 000 | R1.5 Million |
| Eziphuthwini Community Hall | Ward 6 | MIG | | | R 3 500 000 | R3,5 Million |
| Nkositini Access Road | Ward 8 | MIG | | | R 2 000 000 | |
| Osakwini Access Road and Foot Bridge | Ward 11 | MIG | | | R 3 500 000 | |
| Town Rehabilitation-Hluhluwe High Mast lights | Ward 05 | MIG | | | R 2 000 000 | R 2,0 Million |
| Renovation of Hluhluwe Traffic Building | Ward 5 | MIG | | | | R500 000 |
| Renovation of Hlabisa Testing License | | MIG | | | | R5.0 Million |
| Town Rehabilitation-Hlabisa Ablution | Ward 12 | MIG | | | R 2 000 000 | |
| Manqoba Community Hall | 3 | MIG | | 3 m | | |
| Nqutshini Community Hall | 4 | MIG | | | | |

| Details | Ward | Funding | | 2017/18 | 2018/19 | 2019/20 |
|---|---|---|---|---|---|---|
| Phumlani upgrade of gravel road to Black top | 5 | MIG/COGTA | | 8 m/10 m | | |
| Ncwabakazi Sports Field | 6 | MIG | | 1,5 m | | |
| Eziphuthwini Comm Hall | 6 | MIG | | 3m | | |
| Mdulwini to Makhowe road | 7 | MIG | | | | |
| Jabhisa Sports field | 7 | MIG | | 1,5 m | | |
| Nkositini Road | 8 | MIG | | | | |
| Zibayeni Sports field | 9 | MIG | | 3m | | |
| Mgangatho Paypoint | 10 | MIG | | | | |
| Osakweni road | 11 | MIG | | | | |
| Hlabisa Taxi rank | 12 | COGTA | | 15m | | |
| Madondo Community Hall | 13 | MIG | | 3m | | |
| Bhekani Market Stalls | 1 | MIG | | | | |
| Mphakathini Community Hall | 2 | MIG | | | | |
| Mahongoza Community Hall | 3 | MIG | | | | |
| Ezimpondweni Community Hall | 4 | MIG | | | | |
| Hluhluwe Town Market Stalls | 5 | MIG | | | | |
| Gabadela Sports field | 6 | MIG | | | | |
| Chwakeme to Shobede road | 7 | MIG | | | | |

| Details | Ward | Funding | | 2017/18 | 2018/19 | 2019/20 |
|---|---|---|---|---|---|---|
| Mpelenyane Road | 8 | MIG | | | | |
| Mansiya Community Hall | 9 | MIG | | | | |
| Ntabenkomo Sportsfield | 10 | MIG | | | | |
| Mathunzini to Ngoqonga road | 11 | MIG | | | | |
| Hlabisa Sports Complex | 12 | MIG | | | | |
| Mahongoza Community Hall | 3 | MIG | | | | |
| Ngebeza Stadium | 13 | | | | | |
| Makhasa blacktop 3km | 2 | MIG | | | | |
| Skwakwane sportsfield | 3 | MIG | | | | |
| Nibela road/Qomukuphila road | 4 | MIG | | | | |
| Siluba road | 6 | MIG | | | | |
| Mganwini to Mabheshwini Road | 7 | MIG | | | | |
| Esikhaleni to Chemane Road | 8 | MIG | | | | |
| Nkonjane to Gqamu Road | 9 | MIG | | | | |
| Gazu station through Zangomfe to KwaVezi road | 10 | MIG | | | | |
| Vumbe Bridge | 11 | MIG | | | | |
| Khalokazi road | 13 | MIG | | | | |
| Makhowa and Various wards | | Department of Energy | 450 | | | |

| Details | Ward | Funding | | 2017/18 | 2018/19 | 2019/20 |
|---|---|---|---|---|---|---|
| Mduku phase 3 | | | 520 | | | |
| Irelands in Various wards | | | 382 | | | |
| | | | **Budgeted Funding** | 20,000,000 | | |

## PROJECT BY UMKHANYAKUDE DISTRICT MUNICIPALITY

| PROJECT NAME | CATEGORY | BUDGET | YEAR |
|---|---|---|---|
| Implement Municipal Infrastructure Grant (MIG) for **Hluhluwe Phase 1 CWSS Upgrade** | **WATER** | R 1 000 000,00 | **2019/20** |
| Implement Municipal Infrastructure Grant (MIG) for **Refurbishment of Hluhluwe WWTW** | **WATER** | R 5 000 000,00 | **2019/20** |
| Implement Drought Relief Programme (Drought) for **Hluhluwe Phase 2 Water Upgrade** | **WATER** | R 10 000 000,00 | 2019/20 |
| Implement Water Services Infrastructure Grant (WSIG) for **Refurbishment and Upgrade of Rudimentary Water** | WATER | R15 000 000.00 | 2019/20 |

| | | | |
|---|---|---|---|
| **and Sanitation within Big 5 Hlabisa LM as part of a Tanker Reduction Strategy** | | | |

## 1.11. PROJECTS BY ESKOM




| Municipality | Project Name | Project Type | Planned Conns | Actual Conns | Project Status |
|---|---|---|---|---|---|
| KZ273 The Big Five False Bay | Nibela #1 | Households | 872 | 1094 | Project is 100% construction complete |
| KZN274_Big Five/Hlabisa | Mduku #1 | Households | 1236 | 293 | First phase of the project completed. Second Phase will be done to complete and energize the balance of work. 17km of MV like to be upgraded which delayed the commissioning of the project. This was due to shortage of funds. |
| Total | | | 1966 | 1387 | |

# CURRENT PROJECTS FOR 2018/19

Eskom

| Municipality name | Project name | Ward Number | Project Type | Planned conns | Actual Conns | Project Status |
|---|---|---|---|---|---|---|
| KZN274_Big Five/Hlabisa | Mnqobokazi #2 | 1 | Households | 567 | 0 | Construction is 65% complete |
| KZN274_Big Five/Hlabisa | Qunwane | 13 | Households | 40 | 42 | Construction is 100% complete |
| KZN274_Big Five/Hlabisa | Makhowe | 9 | Link Line | | | Project is in construction Materials are being delivered. Site camp establishment completed. |
| KZN274_Big Five/Hlabisa | Nibela #2 | 4 | Link Line | | | Contractor will be introduced on Friday 29/03 /2019 to start construction, subject to confirmation by municipality. |
| **Total** | | | | **535** | **42** | |




## 1.12 DROUGHT RELIEF PROGRAMME

| PROJECT DESCRIPTION | APPROVED BUDGET | PROGRESS |
|---|---|---|
| Hluhluwe Phase 2 Upgrade<br>Upgrading the Hluhluwe phase 2 WTW from a 1.8ML/d to a 3.8Ml/d package treatment plant, | 13,177,327 | Construction - 60%.<br>Expected end date 30 May 2016 |
| Borehole Drilling | | **Hlabisa :**<br>Drilling complete -25/25 successful boreholes drilled, 4/25 dry. |

| | |
|---|---|
| | **Big 5:**<br>(4/4 boreholes) completed.<br>3 are equipped and commissioned |

### 1.13 BIG 5 HLABISA MUNICIPALITY: FINAL BUDGET 2020/2021

| ACCOUNTS DESCRIPTION | SUB-DESCRIPTION | DRAFT BUDGET 2020/2021 | FINAL BUDGET 2020/202 |
|---|---|---|---|
| DISASTER RELIEF GRANT | | - | 1 460 000,00 |
| SPORT AND RECREATION | | 10 250 000,00 | 10 250 000,00 |
| EXPANDED PUBLIC WORKS PROGRAMES | | 2 148 000,00 | 2 148 000,00 |
| SALE OF LAND | | 3 000 000,00 | 3 000 000,00 |
| PHOTOCOPYING | | 12 216,02 | 12 216,02 |
| CLEARANCE CERTIFICATE | | 11 698,59 | 11 698,59 |
| RENTAL FACILITIES | | 259 584,00 | 259 584,00 |
| CEMETRIES | | 6 841,74 | 6 841,74 |
| BUILDING PLANS | | 67 491,84 | 67 491,84 |
| BILL BOARDS | | 57 200,00 | 57 200,00 |
| FEDERAL AIRLINES | | 50 960,00 | 50 960,00 |
| BUSINESS LICENCES | | 27 040,00 | 27 040,00 |
| EQUITABLE SHARE | | 116 077 000,00 | 116 077 000,00 |
| MUNICIPAL INFRUSTRUCTURE GRANT | | 21 239 000,00 | 21 239 000,00 |
| NATIONAL ELECTRIFICATION PROGRAMME | | 8 470 000,00 | 8 470 000,00 |
| OFFICE RENTAL | | 24 283,64 | 24 283,64 |
| LICENCES AND PERMITS | | 2 497 576,64 | 2 497 576,64 |
| SALES OF DOCUMENTS | | 474 240,00 | 474 240,00 |
| HIRING OF SPORTSFIELDS | | 11 897,60 | 11 897,60 |
| TRAFFIC FINES | | 936 000,00 | 936 000,00 |
| INTEREST:OUTSTANDING DEBTORS | | 3 860 460,00 | 3 860 460,00 |

| | | | |
|---|---|---|---|
| INTEREST:EXTERNAL INVESTMENTS | | 1 248 000,00 | 1 248 000,00 |
| FINANCE MANAGEMENT GRANT | | 2 500 000,00 | 2 500 000,00 |
| RATES GENERAL | | 18 999 490,31 | 18 999 490,31 |
| REFUSE REMOVAL INCOME | | 2 447 807,49 | 2 447 807,49 |
| INSURANCE | | 332 800,00 | 332 800,00 |
| GAIN ON DISPOSAL OF PPE | | 2 600 000,00 | 2 600 000,00 |
| LGSETA | | 150 000,00 | 150 000,00 |
| MUNICIPAL SYSTEMS INFRASTRUCTURE GRANT | | 300 000,00 | 300 000,00 |
| LIBRARY SUBSIDY | | 4 172 000,00 | 4 172 000,00 |
| | | **202 231 587,87** | **203 691 587,87** |
| | | | |
| | | **202 231 587,87** | **203 691 587,87** |
| SALARIES AND ALLOWANCES | | 54 277 060,71 | 54 277 060,71 |
| BONUS | | 4 092 043,89 | 4 092 043,89 |
| OVERTIME | | 99 032,15 | 99 032,15 |
| TRAVELLING ALLOWANCES | | 5 178 465,63 | 5 178 465,63 |
| TELL/CELL ALLOWANCES | | 1 083 750,00 | 1 083 750,00 |
| HOUSING ALLOWANCES | | 80 511,71 | 80 511,71 |
| MEDICAL AID | | 3 934 337,61 | 3 934 337,61 |
| PENSION FUND | | 7 828 889,39 | 7 828 889,39 |
| SKILLS LEVY | | 575 432,69 | 575 432,69 |
| STANDBY ALLOWANCE | | 205 893,40 | 205 893,40 |
| FIREARM ALLOWANCE | | 13 642,50 | 13 642,50 |
| UIF | - | 365 660,89 | 365 660,89 |
| LEAVE | . | 213 646,39 | 213 646,39 |
| ACTING ALLOWANCE | | 118 028,48 | 118 028,48 |
| SALGA | | - | - |
| LGBC | | 20 866,81 | 20 866,81 |
| NON-PEN | | 176 162,72 | 176 162,72 |
| DISABIL | | 91 307,81 | 91 307,81 |
| LONG SERVICE | | 339 405,05 | 339 405,05 |
| | | - | - |
| HOD - SALARIES AND ALLOWANCES | | 3 381 683,19 | 3 381 683,19 |
| BONUS | | - | - |
| TRAVELLING ALLOWANCES | | 817 440,41 | 817 440,41 |

| | | | |
|---|---|---|---|
| TELL/CELL ALLOWANCES | | 99 396,94 | 99 396,94 |
| HOUSING ALLOWANCES | | 443 208,13 | 443 208,13 |
| MEDICAL AID | | 441 987,30 | 441 987,30 |
| PENSION FUND | | - | - |
| UIF | | 29 116,01 | 29 116,01 |
| Library - SALARIES AND ALLOWANCES | | 2 248 685,80 | 2 248 685,80 |
| BONUS | | 270 174,24 | 270 174,24 |
| OVERTIME | | 2 143,16 | 2 143,16 |
| MEDICAL AID | | 162 027,88 | 162 027,88 |
| PENSION FUND | | 283 541,45 | 283 541,45 |
| SKILLS LEVY | | 19 103,82 | 19 103,82 |
| STANDBY ALLOWANCE | | - | - |
| FIREARM ALLOWANCE | | - | - |
| UIF | | 16 462,11 | 16 462,11 |
| LGBC | | 1 012,96 | 1 012,96 |
| NON-PEN | | 4 774,88 | 4 774,88 |
| | | - | - |
| INTERN - SALARIES AND ALLOWANCES | | 571 022,99 | 571 022,99 |
| HONORARIUM | | 48 089,63 | 48 089,63 |
| SKILLS LEVY | | 10 825,98 | 10 825,98 |
| UIF | | 10 825,98 | 10 825,98 |
| LEAVE | | - | - |
| | | - | - |
| **GRAND TOTAL** | | - | - |
| SALARIES AND ALLOWANCES | | 59 517 100,76 | 59 517 100,76 |
| BONUS | | 4 410 307,76 | 4 410 307,76 |
| OVERTIME | | 101 175,30 | 101 175,30 |
| TRAVELLING ALLOWANCES | | 5 995 906,04 | 5 995 906,04 |
| TELL/CELL ALLOWANCES | | 1 183 146,94 | 1 183 146,94 |
| HOUSING ALLOWANCES | | 523 719,84 | 523 719,84 |
| MEDICAL AID | | 4 538 352,79 | 4 538 352,79 |
| PENSION FUND | | 8 112 430,83 | 8 112 430,83 |
| SKILLS LEVY | | 605 362,49 | 605 362,49 |
| STANDBY ALLOWANCE | | 205 893,40 | 205 893,40 |
| FIREARM ALLOWANCE | | 13 642,50 | 13 642,50 |
| UIF | | 422 064,98 | 422 064,98 |
| LEAVE | | 213 646,39 | 213 646,39 |
| ACTING ALLOWANCE | | 118 028,48 | 118 028,48 |

| | | | |
|---|---|---|---|
| LGBC | | 21 879,76 | 21 879,76 |
| NON-PEN | | 180 937,59 | 180 937,59 |
| RISK ALLOWANCE | | - | - |
| DISABIL | | 91 307,81 | 91 307,81 |
| LONG SERVICE | | 339 405,05 | 339 405,05 |
| | | **86 594 308,70** | **86 594 308,70** |
| ALLOWANCES -MAYOR | Office-bearer Allowance | 647 548,52 | 647 548,52 |
| | Travelling Allowance | 215 849,51 | 215 849,51 |
| | Cell phone Allowance | 25 385,01 | 25 385,01 |
| | Skills Development Fund Levy | 7 565,73 | 7 565,73 |
| ALLOWANCES -SPEAKER | Office-bearer Allowance | 286 271,08 | 286 271,08 |
| | Travelling Allowance | 95 423,69 | 95 423,69 |
| | Cell phone Allowance | 25 385,01 | 25 385,01 |
| | Skills Development Fund Levy | 3 880,01 | 3 880,01 |
| ALLOWANCES -EXCO MEMBERS | Office-bearer Allowance | 1 091 411,46 | 1 091 411,46 |
| | Travelling Allowance | 363 803,38 | 363 803,38 |
| | Cell phone Allowance | 101 540,04 | 101 540,04 |
| | Skills Development Fund Levy | 13 339,17 | 13 339,17 |
| ALLOWANCES -COUNCILLORS | Office-bearer Allowance | 3 763 829,16 | 3 763 829,16 |
| | Travelling Allowance | 1 254 608,75 | 1 254 608,75 |
| | Cell phone Allowance | 482 315,17 | 482 315,17 |
| | Skills Development Fund Levy | 47 590,69 | 47 590,69 |
| | | **8 425 746,36** | **8 425 746,36** |
| **ADVERTISING** | Staff Recruitment | **160 000,00** | **160 000,00** |
| **AUDIT FEES** | | **5 065 748,15** | **5 065 748,15** |

| | | | |
|---|---|---|---|
| | Internal Auditors | | |
| | External Audit Fees | | |
| | Audit committee | | |
| **CAREER GUIDANCE** | | **400 000,00** | **400 000,00** |
| | Bursaries (Non-employees)Career Expo | - | - |
| | Event Promoters Artists and Performers | | |
| | Interior Decorator Stage and Sound Crew | | |
| **CLEANING** | | **120 000,00** | **120 000,00** |
| | Tenders | - | - |
| | Hygiene Services | | |
| | Gardening Services | | |
| | Hygiene Services | | |
| | Grass cutting | | |
| **COMMITTEE EXPENSES** | | **2 520 000,00** | **2 520 000,00** |
| | Remuneration to Ward Committees | | |
| | Seminars, Conferences, Workshops and Events | | |
| | Committee Expenses | | |
| **CONTRACT SERVICES** | | **14 800 800,15** | **14 800 800,15** |
| | **Vehicle rental** | | |
| | Security Services | | |
| | Security Services - VIP | | |
| | Financial services | | |
| | IT - Specialised Computer ie Sakhisizwe | | |
| | IT - Information Services - Camelsa | | |
| | Machine Rentals | | |
| | **Communications** | | |
| | Cellular Contract | | |
| | Telephone | | |
| | CAR TRACKER | | |

| | | | |
|---|---|---|---|
| | VALUATION ROLL<br>ASSET MANAGEMENT | | |
| **INSURANCE** | | **1 100 000,00** | **1 100 000,00** |
| | Insurance | | |
| **HIV/AIDS PROGRAMME** | | **150 000,00** | **150 000,00** |
| | Event Promoters<br>Catering Services<br>Interior Decorator<br>Stage and Sound Crew<br>Artists and Performers | | |
| **ELECTRICITY & WATER** | | **1 000 000,00** | **1 000 000,00** |
| | Contractors - Electrical | | |
| **SOD TURNINGS** | | **52 500,00** | **52 500,00** |
| | events promoters | | |
| **PUBLICITY** | | **250 000,00** | **300 000,00** |
| | Corporate and Municipal Activities | | |
| **STRATEGIC PLANNING** | | **200 000,00** | **200 000,00** |
| | Venue | | |
| **IDP PLANNING AND ROADSHOWS** | | **300 000,00** | **300 000,00** |
| | Event Promoters<br>Transport<br>Catering Services | | |
| **ARTS AND CULTURE** | Catering Services | **700 000,00** | **700 000,00** |
| | Event Promoters<br>Events<br>Catering Services<br>Interior Decorator<br>Stage and Sound Crew<br>Artists and Performers | | |
| **ARTS AND CULTURE - RELEGIOUS FRATENITY** | | **70 000,00** | **70 000,00** |

| | | | |
|---|---|---|---|
| | Event Promoters<br>Catering Services<br>Training | | |
| **SENIOR CITIZENS** | | **200 000,00** | **200 000,00** |
| | Event Promoters<br>Transport Provided for Municipal Activities<br>Catering Services<br>Interior Decorator<br>Stage and Sound Crew<br>Accomodation | | |
| **DISASTER MANAGEMENT** | | **100 000,00** | **100 000,00** |
| | Social Relief | - | - |
| **WOMEN & GENDER PROGRAMMES** | | **150 000,00** | **100 000,00** |
| | Event Promoters<br>Transport Provided for Municipal Activities<br>Catering Services | | |
| **CHILDREN & DISABILITY SUPPORT PROGRAMMES** | | **200 000,00** | **200 000,00** |
| | Event Promoters<br>Transport Provided for Municipal Activities<br>Catering Services<br>Interior Decorator<br>Stage and Sound Crew<br>Artists and Performers<br>Social Relief<br>Clothing Provided | | |
| **YOUTH SUPPORT PROGRAMMES** | | **500 000,00** | **500 000,00** |
| | Event Promoters<br>Transport Provided for Municipal Activities | | |

| | | | |
|---|---|---|---|
| | Catering Services | | |
| **FINANCIAL SERVICES CONSULTANTS** | | **1 200 000,00** | **1 200 000,00** |
| | Accounting and Auditing | | |
| **MASSIFICATION (ELECTRIFICATION)** | | **8 470 000,00** | **8 470 000,00** |
| | Siyabakhanyisela Project | | |
| **EPWP** | | **2 148 000,00** | **2 148 000,00** |
| | EPWP Grant | | |
| | General Expenditure | | |
| **FUEL & OIL** | | **1 500 000,00** | **1 500 000,00** |
| | Fleet and Other Credit/Debit Cards | | |
| **LEGAL FEES** | | **300 000,00** | **300 000,00** |
| | Legal Advice and Litigation | | |
| **ANNUAL LICENCE FEES** | | **320 000,00** | **320 000,00** |
| | Software Licences | | |
| | Annual licenses | | |
| | Software Licences | | |
| **PRINTING & STATIONERY** | | **600 000,00** | **600 000,00** |
| | Corporate and Municipal Activities | | |
| | Corporate and Municipal Activities | | |
| | Corporate and Municipal Activities | | |
| | Corporate and Municipal Activities | | |
| | Corporate and Municipal Activities | | |
| | Corporate and Municipal Activities | | |
| | Corporate and Municipal Activities | | |
| **FBE** | | **850 000,00** | **850 000,00** |
| | Indigent Relief | | |
| **SUBSISTANCE & TRAVELLING** | | **1 750 000,00** | **1 750 000,00** |
| | **Accommodation** | | |

| | | | |
|---|---|---|---|
| | Accommodation | | |
| | Accommodation | | |
| | Accommodation | | |
| | Accommodation | | |
| | Accommodation | | |
| | Accommodation | | |
| | Accommodation | | |
| | Accommodation | | |
| | **Own Transport** | | |
| | Own Transport | | |
| | Own Transport | | |
| | Own Transport | | |
| | Own Transport | | |
| | Own Transport | | |
| **SPORTS & RECREATION** | | **500 000,00** | **500 000,00** |
| | Event Promoters | | |
| | Transport Provided for Municipal Activities | | |
| | Catering Services | | |
| | Interior Decorator | | |
| | Accomodation Artists and Performers | | |
| **STAFF TRAINING** | | **500 000,00** | **500 000,00** |
| | Catering Services | | |
| | Professional Staff | | |
| | Skills Development Fundy Levy | | |
| | Finance TRAINING,WORKSHOPS,CONFERENCES | | |
| **DEPRECIATION** | | **19 500 000,00** | **19 500 000,00** |
| | Land and Buildings | | |
| | Plant & Machinery | | |
| | Furniture & Fixtures | | |
| | Motor Vehicles | | |
| | Office Equipment | | |
| | IT Equipment | | |

| | | | |
|---|---|---|---|
| | Infrastructure | | |
| | Community Assets | | |
| | Leased Assets | | |
| **UNIFORMS** | | **700 000,00** | **700 000,00** |
| | Uniform/Special/Protective Clothing | | |
| | Uniform/Special/Protective Clothing | | |
| | Uniform/Special/Protective Clothing | | |
| | Uniform/Special/Protective Clothing solid waste | | |
| | Uniform/Special/Protective Clothing BTO | | |
| **FINANCE CHARGES** | | **150 000,00** | **150 000,00** |
| | Bank Accounts | - | - |
| **MEMBERSHIP FEES** | | **1 600 000,00** | **1 600 000,00** |
| | Professional Bodies, Membership and Subscription | | |
| | SALGA | | |
| | COIDA | | |
| **CONSUMABLES** | | **50 000,00** | **100 000,00** |
| | Catering Services | | |
| | Catering Services | | |
| | Catering Services | | |
| | Catering Services | | |
| | Catering Services | | |
| | Catering Services CORP | | |
| **EQUIPMENT & SMALL TOOLS** | | **200 000,00** | **200 000,00** |
| **DEBT IMPAIRMENT** | | **7 295 309,34** | **7 295 309,34** |
| | Traffic Fines | | |
| | Property Rates | | |
| **LED** | | **200 000,00** | **200 000,00** |

| | | | |
|---|---|---|---|
| **DISASTER RELIEF GRANT - COVID 19 (CONTAGIOUS DISEASE)** | Corporate and Municipal Activities | **-** | **1 460 000,00** |
| | Stream Cleaning | | |
| | Removal of Hazardous Waste | | |
| | Radio and TV Transmission | | |
| | Municipal Services | | |
| | Uniform and Protective Clothing | | |
| | Indigent Relief | | |
| **POVERTY ALLEVIATION** | | **800 000,00** | **800 000,00** |
| | Poverty Relief | | |
| **SOCIAL UPLIFTMENT** | | **310 000,00** | **310 000,00** |
| | Social Relief | | |
| **TOWN PLANNING** | | **370 000,00** | **370 000,00** |
| | Corporate and Municipal Activities | | |
| | PLANNING HARDWARE & SOFTWARE | | |
| | SPLUMA - JMPT - Proffesional Fees | | |
| **ENVIRONMENTAL AFFAIRS** | | **50 000,00** | **50 000,00** |
| | ENVIRONMENTAL CAMPAIN | | |
| **TOURISM** | | **50 000,00** | **50 000,00** |
| | Tourism Indaba | | |
| **WASTE MANAGEMENT** | | **530 000,00** | **530 000,00** |
| | Cleaning material | | |
| | Cleaning campaigns | | |
| | Animal Pound | | |
| **OCCUPATIONAL HEALTH AND SAFETY** | | **70 000,00** | **70 000,00** |
| | First Aid Equipment / kit | | |
| | Fire Extinguisher Servivces | | |
| | General Workers Check Ups | | |

| | | | |
|---|---|---|---|
| | | **78 052 357,64** | **79 562 357,64** |
| **REPAIRS AND MAINTANANCE**<br>BUILDINGS<br>ROAD AND STORMWATER<br>SOLID WASTE<br>VEHICLES<br>ELECTRICITY<br>WEBSITE MAINTAINANCE<br>COMMUNITY HALLS | | **7 500 000,00** | **7 500 000,00** |
| | | **7 500 000,00** | **7 500 000,00** |
| **MIG FUNDED**<br>GAZU STATION<br>HLABISA TAXI RANK<br>TOWN REHABILITATION<br>HLUHLUWE TRAFFIC LICENSING<br>KWASMOLOMARKET STALLS | | **20 121 800,00** | **20 121 800,00** |
| **PMU SUPPORT TOP SLICE**<br>SALARIES AND ALLOWANCES<br>BONUS<br>TRAVELLING ALLOWANCES<br>MEDICAL AID<br>PENSION FUND<br>SKILLS LEVY<br>UIF<br>LGBC<br>ADVERTISING<br>TRAINING<br>ACCOMODATION<br>LAPTOPS<br>UNIFORM | | **1 117 200,00** | **1 117 200,00** |
| **SPORT AND RECREATION**<br>Hlabisa Sport Ground | | **10 250 000,00** | **10 250 000,00** |
| **INTERNALLY GENERATED FUNDS**<br>Office Equipment WAST<br>Vehicles<br>Furniture and Equipment PUB<br>Office Equipment DISASTER | | **2 900 000,00** | **2 900 000,00** |

| | | | |
|---|---|---|---|
| Jaws of Life<br>SERVER<br>Computers | | | |
| | | | |
| **TOTAL EXPENDITURE** | | **214 961 412,71** | **216 471 412,71** |
| | | | |
| **SURPLUS** | | **- 12 729 824,84** | **- 12 779 824,84** |
| | | | |
| **TOTAL EXPENDITURE** | | **214 961 412,71** | **216 471 412,71** |
| | | | |
| **TOTAL REVENUE** | | **202 231 587,87** | **203 691 587,87** |
| | | | |
| **SURPLUS** | | **- 12 729 824,84** | **- 12 779 824,84** |

## 1.11. CONCLUSION

1.11.1 The continued improvement and development of an effective financial planning process aids the actualization of fulfilling its facilitating role to capacitate the community to build a prosperous future for all.

1.11.2 The Financial planning imperatives contribute to ensuring that the Municipality remains financially viable and that municipal services are provided economically to all communities.

1.11.3 The Multi-year Financial Plan contains realistic and credible revenue and expenditure forecasts which should provide a sound basis for improved financial management and institutional development as well as service delivery improvements and implementation.

1.11.4 The strategy towards cash backing will certainly ensure the sustainability of the Municipality over the medium-to long-term.

1.11.5 The Municipality is currently fully reliant on grant funding to address the huge backlog in infrastructure. It is not possible at this point in time to take up further loans due to the high level of outstanding debtors. This then also impacts on the Council's ability to address revenue allocation for previously un-serviced areas from internal revenue.

**AUDIT ACTION PLAN 2018/19 FINANCIAL YEAR**

| Matter Affecting Audit | Audit Finding | Root cause/ Internal control defeciency | Recommendations | Action planned | Means of verification | Implementation date | Verification date | Responsible Person | Status Resolved, Partially resolved, Unresolved |
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| **1. Unauthorised, irregular and fruitless and wasteful expenditure not prevented** | In terms of the MFMA section 62. General financial management functions (l)(d) The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that Unauthorised, irregular or fruitless and wasteful expenditure and other losses are prevented. | Management did not review and monitor compliance with applicable laws and regulations. | The municipality should put measures in place to ensure compliance with the related laws | 1. UIFWE investigated in terms of reg 32 of the MFMA. | 1. Council meeting, 2. MPAC minutes of the meeting, 3. Inves | 28-Feb-20 | | **MUNICIPAL MANAGER** | **Inprogress** |

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| | The municipality has incurred UFW expenditure in the current financial year. It has been noted that: 1. As disclosed in the statement of comparison of budget and actual amounts, the municipality has spent money not in accordance with the budget<br>2. The non-compliance (transgression) that caused the unauthorised and fruitless and wasteful expenditure in the previous year re-occurred in the current year.<br>3. The non-compliance could have been prevented if reasonable steps (implementation of adequate controls and processes) had been taken to prevent the re-occurrence. | | and regulations. | 1. The UIFWE be submitted to MPAC and independent bodymust be appointed to investigate the UIFWE for 2018/2019 and previous years and provide the recommendations. 2. Reviewal of the SCM compliance | tigation Reports | | | | |

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| | | | | checklist. | | | | | |
| **2. Material findings in the annual financial statements** | In terms of Section 122 of the MFMA, Every municipality and every municipal entity must for each financial year prepare annual financial statements which fairly presents the state of affairs of the municipality or entity, its performance against its budget, its management of revenue, expenditure, assets and liabilities, its business activities, its financial results, and its financial position as at the end of the financial year; and disclose the information required in terms of sections 123, 124 and 125. | The municipality does not have adequate review mechanisms to ensure accurate and complete financial statements are prepared. | Adequate controls must be implemented to ensure that financial statement are free of material misstatements as suggested on the individu | 1. Preparation of Interim Financial Statement and submitted to the Internal Audit and KZN Cogta for the reviews | Interim Financial Statement | 28-Feb-20 | | **CHIEF FINANCIAL OFFICER** | **Partially Resolved** |

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| | | | al findings . | | | | | | |
| **3. Prior year prepaid expense not supported and not cleared at year end.** | In accordance with section 122 (1) of the MFMA, every municipality must for each financial year prepare annual financial statements which fairly presents the state of affairs of the municipality or entity, its performance against its budget, its management of revenue, expenditure, assets and liabilities, its business activities, its financial results, and its financial position as at the end of the financial year. | Poor project management, daily reconciliation and record keeping. | All projects must be monitored, proper records should be kept for transaction recorded and | | | | | **CHIEF FINANCIAL OFFICER** | **Inprogress** |

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| | In accordance with GRAP 1, Accrual basis means a basis of accounting under which transactions other events and conditions are recognised when they occur (and not only when cash or its equivalent is received or paid). Therefore, the transactions, other events or conditions are recorded in the accounting records and recognised in the financial statements of the periods to which they relate. The elements recognised under accrual accounting are assets, liabilities, net assets, revenue and expenses. | | daily reconciliation should be conducted. Management must recognise the expense that was incurred. The prior year error must be processed and recorded. Irregular expenditure must be disclosed. Expenses | | | | | **CHIEF FINANCIAL OFFICER** | **Inprogress** |

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| | | | incurred must be supported by adequate supporting document to confirm that goods were received. | | | | | | |
| | In the prior year municipality recorded the Prepayment of R3 000 000 relating the diplomatic and executive network centre service which were to be procured. The audit has noted the following with regard to the amount recognised. | | | 1. Reconciliation of the R3 000 000 payment made to Diplomatic to be prapare and proof of work done | | | | **CHIEF FINANCIAL OFFICER** | **Inprogress** |

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| **4. Section 32 investigations of Unauthorised, irregular and fruitless and wasteful expenditure not adequately performed** | During 2017/18 audit the following finding was given to management<br>:As per section 32 of the MFMA: Without limiting liability in terms of the common law or other legislation, a municipality must recover unauthorised, irregular or fruitless and wasteful expenditure from the person liable for that expenditure unless the expenditure in the case of irregular or fruitless and wasteful expenditure, is, after investigation by a council committee, certified by the council as irrecoverable and written off by the council. | Management did not review and monitor compliance with applicable laws and regulations. | Management should ensure that proper investigations of UFW take place after all information is made available. | 1. UIFW investigated in terms of reg 32 of the mFMA. | Minutes of meeting and Investigation Report | 31-May-20 | **MUNICIPAL MANAGER** | **Partially Resolved** |

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| | During the 2018/19 audit, we noted that management had written off UFW expenditures for both current and prior year without an investigation as follows:<br>Unauthorised expenditure<br>Amount written off — current year R16 901 220<br>Amount written off - Prior year period • R69 656 728<br>Total<br>Fruitless and wasteful expenditure : R86 557 948<br>• Amount written off — current<br>Irregular expenditure : R555 605<br>Amount written off — current year : RIO 362 047<br>Amount written off - Prior year period : R23 895,743<br>Total : R34 257 790<br>For all above amounts, there has been no proper investigation conducted, however management seems to have written off the amounts. There is a high level assessment that was conducted by the municipality and submitted for audit however this is not accepted as investigation as per reasons stated below under heading high level assessment report. | | The council, Municipal manager, and management should lead by example in compliance with application laws, oversight committees like audit committee, MPAC should be capacitated to be able to provide adequate guidanc | 1. The UIFW be submitted to MPAC and independent bodymust be appointed to investigate the UIFW for 2018/2019 and previous years and provide the recommendations. 2. Reviewal of the SCM compliance | Minutes of meeting and Investigation Report | 31-May-20 | | **CHIEF FINANCIAL OFFICER** | **Partially Resolved** |

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| | | | e. Municipality should reverse all expenditure write off without a proper investigation. Municipality must conduct the investigation in accordance with requirement of section 32, the properly conducted investigation should be sent | checklist. | | | | | |

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| | | | to council for adoption. | | | | | | |

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| **5. BSD: indicator not verifiable and well defined** | According to Framework for Managing Programme Performance Information a good performance indicator should be:<br>a) Reliable: the indicator should be accurate enough for its intended use and respond to changes in the level of performance.<br>b) Well-defined: the indicator needs to have a clear, unambiguous definition so that data will be c) collected consistently, and be easy to understand and use.<br>d) Verifiable: it must be possible to validate the processes and systems that produce the indicator. | Sufficient monitoring controls were not in place to ensure that performance indicators developed are in line with the principles of the FMPPI. | The principles of a good performance indicator in terms of the FMPPI should be considered when developing a performance indicator.<br>The principles of a good performance indicator in terms of the FMPPI should | | | | | **IDP/PMS MANAGER** | **In progress.** |

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| | | | be considered when developing a performance indicator. The performance management section should perform an assessment of all perfomance indicators developed by the municipality to ensure that these | | | | | |

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| | | | indicators are in line with the principles of a good performance indicator in terms of the FMPPI. Technical indicator description should be developed and adequate measure of output should be identified. | | | | | |

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| | During the audit we were unable to obtain sufficient evidence of the processes and systems that produce the indicator.<br>upon discussions held with management, management was unable to give a clear definition of the target, nor were technical indicator definition for this indicator and target.Indicator Maintenance of ward 05 and ward 12 street lights by 31 Ma 2019 70 street lights maintained by 31 May 2019 | | | 1. Development of Technical Indicator Descriptions. | Submission of Technical Indicator Description Document. | | | | **In progress.** | Waiting for Mr. Mbambo and Mr. Msane |
| **6. LED: Reported achievement not complete — issuing of business licence** | Chapter 5.2 of the Framework for Managing Programme Performance Information (FMPPI) requires that institutions should have appropriate systems to collect, collate, verify and store performance information to ensure valid, accurate and complete reporting of actual achievements against planned objectives, indicators and targets. During the audit we identified that the achievement of 18 reported for indicator "Issuing of business license by 30 June 2019 is not complete; the following issued business licenses were identified but not reported: | Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting. | Management should implement proper record keeping and supporting evidence for all indicators as per the SDBIP | The 2019/20 SDBIP will be reviewed in January 2020 and the LED unit has been requested to raise the number of business licences | Filling Regular reconciliation | Ongoing | | **IDP/PMS MANAGER** | **Resolved** | |

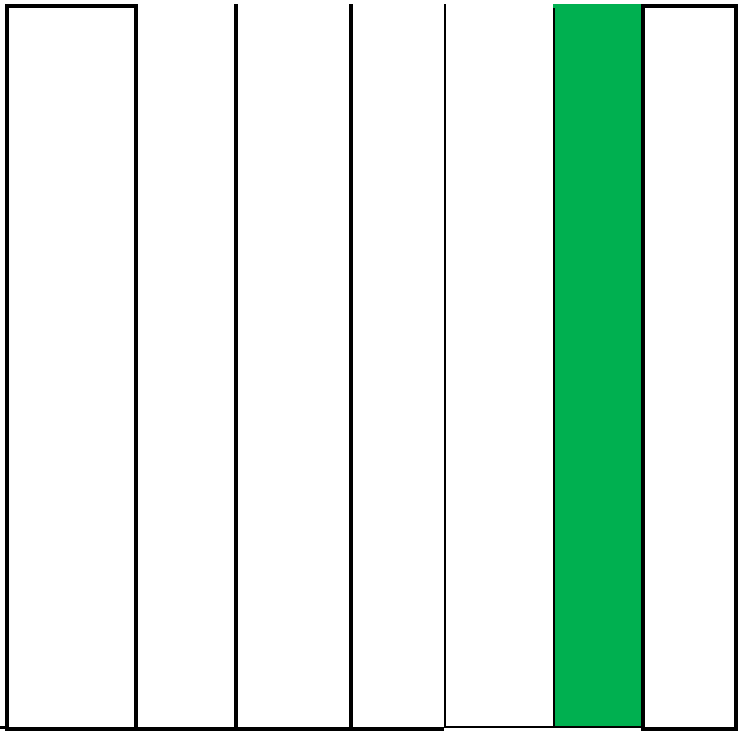
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| | | | | . Improve filling system and reconciliation will be done regulary. | | | | | |
| **7. BSD: indicator not well defined and verifiable** | During the audit we identified that the following indicators were not verifiable as we were not able to validate the processes that produce the indicators due to lack of supporting documentation.<br>1. Maintenance of 550km Rural Access roads in thirteen ward by 31 May 2019<br>2. Maintenance and repairs of 115 m2 potholes in ward 05 and 12 tarred roads by 31 May 2019 | Management did not clearly define the indicators and target so that the planned processes can produce the target | Management should ensure proper review of SDBIP and ensure all indicators meet requirements of FMPPI. Management should clearly define the | 1. The department has developed the job cards to show the maintenance of all municipal street lights.<br>2. The technical indicator description has | Job cards Develop technical indicator description | 30-Jan-20 | | **IDP/PMS MANAGER** | **In progress.** Waiting for Mr. Mbambo |

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| | | | supporting evidence that will be used to report on the indicators and the evidence must relate logically to the indicator and target planned. Management should consider developing technical indicator descriptions for each of | been developed and Cogta promise us to help to check the credibility of it. | | | | | |

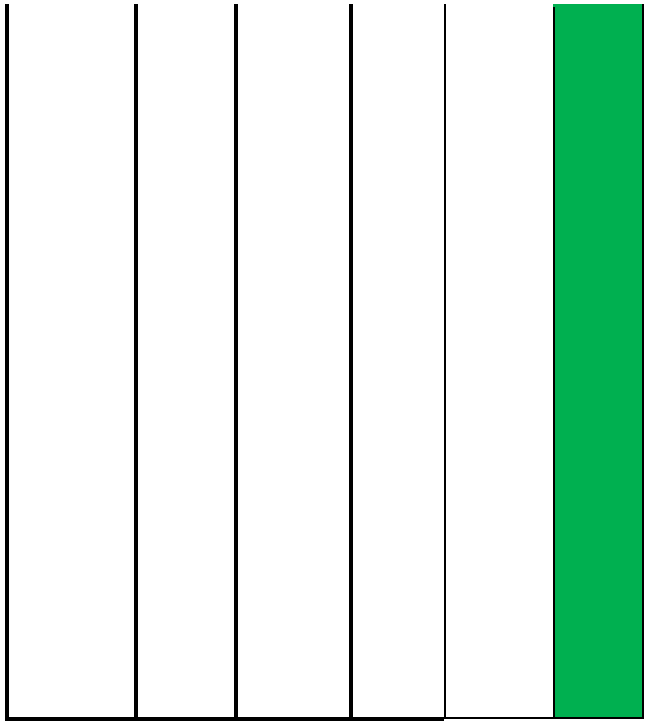
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| | | | the indicators planned | | | | | | |
| **8. Reasons for deviations not justified or adequate supported.** | Section 36 of the MFMA Supply Chain Management Regulations depicts the Deviation from, and minor ratification of minor breaches of the procurement process by allowing the accounting officer. Furthermore, irrespective of the deviation municipality is required to comply with SCM regulation 13(b); SCM reg. 43, and SCM reg. 13(c)(i), in some instances below evidence of tax matters and declaration required by SCM regulation above have not been supplied. | Poor controls over the identification and classification of expenditure items as deviations from the procurement process as detailed in section 36 of the SCM Regulations | Management should ensure to only disclose items as deviations only if it is justifiable and in accordance with requirements of Section 36 of the MFMA Supply Chain Management | 1. Reviewal of the deviation form, all deviations must attach the Tax Clearance or CSD summary report and other SCM compliance document. | Reviewed Deviation form | 31-Jan-20 | | **CHIEF FINANCIAL OFFICER** | **Inprogress** |

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| | | | Regulations. The above must be disclosed as irregular expenditure | | | | | | |
| **OTHER IMPORTANT MATTERS - ANNEXURE B** | | | | | | | | | |

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| **9. Adjustment to SDBIP not approved by council** | In terms of Schedule B paragraph 4 of the Municipal Budget and reporting regulations 25, resolutions dealing with at least the following matters must be prepared and presented as part of the adjustments budget documentation:<br>approval of the adjustments budget; approval of revisions to the monthly and quarterly service delivery targets and performance indicators in the service delivery and budget implementation plan, if any, to correspond with the approval of the adjustments budget; andThe municipality adjusted the SDBIP during the year. Upon the inspection ot the resolution to approve the adjustments on the SDBIP we noted that the resolution did not specify what adjustment were being approved. We further inspected the minutes in which the adjusted SDBIP was approved, the minutes did not detail which changes were made to the SDBIP.<br>As we are not aware of what changes were made on the SDBIP, we are unable to determine whether the SDBIP we | Council did not exercise oversight responsibility regarding performance reporting and compliance and related internal controls. | Council should ensure that when resolutions are made to approve changes in the SDBIP they are listed for transparency. Evidence to support adjustments of SDBIP should be provided for audit for us to rely on the adjustm | 1. Submission of Manco minutes during the Adjustment of SDBIP.<br>2. Submission of Council Minutes and Resolution during the approval of Reviewed SDBIP.<br>Submission of hard copy of item. | Manco Minutes, Council Resolution, Council Minutes | 31-Jan-19 | | **IDP/PMS MANAGER** | **Resolved** | |

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| | are auditing is the correct version and whether all changes that were approved are included in the SDBIP submitted for audit. | ent budget. |  |

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| **10. Relevant indicators and targets not reported on** | As per Municipal System Act para 26. Core components of integrated development plans. An integrated development plan must reflect the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs.<br>Upon review of the planning and reporting documents for local economic development, it was identified that relevant indicators and targets are not included. The indicators and targets include development of strategies and policies which are of an operational nature and excludes indicators and targets that indicate service delivery.<br>An example is that the municipality has spent R2 million on poverty alleviation projects (subsidies and donations to the public) in the current financial year yet there is no disclosure of this service delivery in the performance information. This results in the public not being informed of relevant information relating to service delivery and municipal officials | Management should ensure that all relevant information is reported in the performance information documents of the municipality. | Management should ensure that all relevant information is reported in the performance information documents of the municipality. | 1. The KPI will be included during the SDBIP review period. | Reviewed SDBIP | Ongoing | | **IDP/PMS MANAGER** | **Resolved** |

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| | not being measured on items that impact actual service delivery. | |  |

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| **11. Reason for non-achievement of target is not supported by valid evidence.** | In terms of Section 46 of the Municipal systems act, a municipality must prepare for each financial year a performance report reflecting - The performance of the municipality and of each external service provider during that financial year; A comparison of the performances referred to in paragraph (a) with targets set for and performances in the previous financial year; and Measures taken to improve performance. During the audit we noted that the reason for variance disclosed is not supported by valid evidence. The reason for variance as disclosed is "No budgeted in this financial year" The calculations below demonstrate that the budget for the year was not fully utilised. Remaining budget is 28% of allocated amount for the period while remaining work is only 15%, this clearly shows that budget was available in the current period. | Management did not ensure that regular and accurate performance reports were prepared, which were supported and evidenced by reliable information. | The municipality is not required to disclose reasons for variances; the national treasury annual report guide only requires the municipality to disclose measures taken or to be taken to improve performance. However, as the municipality has | SDBIP will be reviewed. | | | | **IDP/PMS MANAGER** | **Resolved** |

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| | | | chosen to disclose the reasons for deviation, the reasons disclosed must be supported valid evidence. Management should properly review the annual performance report to ensure the that reasons for variances disclose | | | | | | | |

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| | | | d are valid and supported by valid evidence. | | | | | | |
| **12. LED: Incorrect baseline used** | During the audit we identified that the municipality did not use prior year achievement as a baseline to set current year target. Upon enquiry with management we were not provided with the basis of setting 16 as the target .Business licenses expires after 12 months and they must be renewed in following period, when renewing license municipality issue new business license.<br>In prior period the municipality achieved/issued 26 business licenses and the target set for | Lack of adequate review of the SDBIP by management and council. | Management should ensure that the SDBIP is properly reviewed and that the baseline for setting targets is | 1. SDBIP will be reviewed in January and the municipality will review the baseline of businness | Reviewed SDBIP and Council Resolution | | | **IDP/PMS MANAGER** | **Resolved** |

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| | current period is 16; this target is not justifiable as municipality should expect the 26 businesses to renew their licenses in the current year and issue new licenses to new applicantsIndicator:<br>Issuing of Business license<br>Reported achievement: 18<br>. | | adequately considered and applied in setting of targets. Target set should be realistic. | licences compare to previous financial period. | | | | | |
| **13. Allowance policy was not updated** | The benefits and allowance policy paragraph 6 states that "A staff member of a municipality can be a member of the Natal Joint Municipal Pension or Provident Fund<br>The sharing ration between the Municipality and employee in respect of Medical Aid shall be :4 and in respect of pension or provident funds 1.5:1."<br>During the audit were determined that the municipality did not review and update its policy inline SALGA collective agreement. The municipality is using SALGA collective | Management did not adequately review and monitor the internal policies. | Management should ensure that policies are reviewed annually and updated for changes as required by the | The allowance policy will be reviewed. | Reviewed policy. | 20-Feb-20 | | **SM CORPORATE SERVICES** | **In progress** |

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| | agreement to determine company contributions for medical aid, which stipulate that employer will contribute 60% of membership contribution and employee will contribute 40% of total contribution.<br>We have determined that the municipality did not review and update its policy to be inline SALGA collective agreement. | | legislation. | | | | | |

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| **14. Disciplinary board not established** | In terms of the Municipal regulations on financial misconduct procedures and criminal proceedings - regulation 4(1): "A municipal council must establish a disciplinary board to investigate allegations of misconduct in the Municipality or Municipal entity, and to monitor the institution on disciplinary proceedings against an alleged transgressor."<br>During the auditing of Unauthorised, Irregular and Fruitless and Wasteful expenditure, and the following up of irregular expenditure and allegations, it was noted that the Municipality had not established an internal disciplinary board to investigate allegations of financial misconduct<br>The impact of the above is that investigations not conducted in-house could result in a tremendous time delay in finalizing cases of transgressions in respect of irregular expenditure, fruitless and wasteful expenditure and other investigations into alleged financial misconduct, resulting in | Management has not developed terms of reference for a disciplinary board to be established at the municipality. | Leadership to look into establishing an internal disciplinary board, ensuring that the terms of reference are well drawn up and that the board is correctly constituted in terms of the municipal regulations. Furthermore, all | 1. Establishment of the Financial Displinary Board by 30 March 2020 | | 01-Mar-20 | | **SM CORPORATE SERVICES** | **In progress** |

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| | possible financial losses to the municipality. | matters to be investigated should then be done through the board, including investigating of irregular expenditure, fruitless and wasteful expenditure as well as other allegations of financial misconduct. | | | | | | |

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| **15. Deficiencies in Audit Committee Audit Finding** | In terms of MFMA Circular No. 65 the audit committee should meet as often as is required to perform its functions, but at least four times a year.<br>• The audit committee also needs to provide advice on IT governance, controls, access, safeguarding of information in the municipality and its entities.<br>• The audit committee members need to have a good understanding of the performance of the municipality and its entities. These include the review and comment on the municipality's annual reports within the stipulated timeframes<br>The following deficiencies in the audit committee were noted during the current year:<br>• The audit committee did not review and comment on the annual reports within the stipulated time frames.<br>• The audit committee did not assist in reviewing the functioning and effectiveness of information technology security and control.<br>Poor attendance was also noted by some members of the committee | The audit committee did not provide adequate oversight over the effectiveness of the internal control environment, including financial and performance reporting | The audit committee should ensure that it promotes accountability and service delivery through evaluating and monitoring responses to risks and providing oversight over the effectiveness of the internal control | 1. The Audit Committee to approve the Internal Audit Plan which includes all the function of the Audit Committee. | | | | **MUNICIPAL MANAGER** | **Resolved** |

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| | | | environment, including financial and performance reporting and compliance with laws and regulation. | | | | | | | |

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| **16. Indigent register not prepared /maintained** | Indigent policy paragraph 3.1 states that "Households where verified total gross monthly income of all occupants over 18 years of age does not exceed the amount of R 3, 600.00, qualify for rebates on property rates in terms of the guidelines as set out in the Municipality's Rates Policy and subsidy on service charges for refuse removal, and will additionally receive 50 kWh of electricity per month. The 50 kWh of electricity per month will be paid for by the Municipality to the service provider, ESKOM"<br>We have noted that the municipality does not implement its indigent policy in that they do not keep a register of indigent debtors for rates and refuse. All consumers are currently billed the standard rates. As a result of the absence of the indigent register the municipality's revenue, debtors, provision for impairment overstated as some of the billed debtors would qualify for free basic services.<br>With respect to electricity only Eskom related consumers are receiving a rebate of 50kw, no evidence was provided that | Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting. | It is recommended that management commence the process of creating and updating the indigent register in order to have a more realistic revenue, debtors and provision for impairment reported | 1. Maintain and update the indigent register and submitted to Council for approval by 30 March 2020 | Approved Indigent Register | 31-May-20 | | **CHIEF FINANCIAL OFFICER** | **Partially Resolved** |

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| | customers which are receiving electricity from uMkhanyakude district municipality are receiving rebates and that municipality is paying for such rebates. | | | | | | | |

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| **17. Non-compliance with indigent policy** | We have noted that the customers receiving free basic services for electricity did not apply for free electricity and the assessment of the gross monthly salaries was not determined to ensure that only the deserving consumers received free electricity | The municipality is not monitoring compliance with its approved policies and there are weak controls over the compilation of the indigent registers. | Management should ensure that free basic services are provided to households that meet the criteria of indigent debtors. Based on the number of findings on the indigent register management should consider preparing a new indigent register | Eskom invoices will be checked against the municipal indigent register before payment is made for free basic electricity | Eskom Invoices and Indigent register | 31-May-20 | **CHIEF FINANCIAL OFFICER** | **Partially Resolved** |

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| | | | | | | | | that will be maintained and reviewed on a regular basis. The indigent register submitted for audit must be reconciled to the register used at uMkhanyakude district municipality and Eskom and any discrepancies should be followed up Fruitless | | | | |

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| | | | | | and wasteful expenditure should be disclosed resulting from the payments for invalid indigent debtors as per the CAATS results above. Management should prepare and submit for audit the payments made that will be disclose | | | | | | |

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| | | | | | d as fruitless and wasteful expenditure for audit consideration. | | | | | | |

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| **18. Late submission of VAT201 Returns to SARS** | Section 28 of the VAT Act requires that every vendor furnishes SARS witn a return with the information detailing the calculation of the Input and Output VAT. The return must be submitted within the period ending on the 25th day of the first month after the end of the tax period relating to such Vendor.<br>While performing the audit of VAT we identified that the municipality did not submit the VAT201 returns within 25 days following the end of each month. Management failed to implement processes to ensure that VAT returns are submitted timeously the late submission of the VAT returns results to non-compliance with the VAT act and as such may result in the municipality incurring penalties and interest | Poor controls over the preparation and submission of Tax documents to SARS | The municipality should ensure that VAT submissions are done timeously to avoid penalties for late submissions and to ensure that the municipality's tax matters are up to date as required | VAT201 prepared and checked by Manager: Expenditure is before its submiited to SARS by 7th of each months | VAT 201 Submitted | 31-Jan-20 | | **CHIEF FINANCIAL OFFICER** | **Resolved** |

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| **19. Contract register not updated** | In terms of section 62 of the Municipal Finance Management Act, the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control.<br>During the audit we identified that the municipal contract register is not kept up to date, see following findings:<br>a) We identified that following contracts were not included in contract register:<br>• Contracts with Nashua<br>ABSA Fleet contract<br>AS& T Protection Security<br>b) Contract for construction of Phumlani Access road:<br>Name of the appointed bidder is incorrect (ANVISDA PLANTS AND CIVILS) instead of Musa and Sele trading.<br>The contract value is also incorrect it is state at RI 3.08 million, according to the appointment letter the contract | Inadequate review of contract register. | Management should ensure contract register is kept updated and reviewed to ensure accuracy and completeness of the register. The updated contract register must be submitted for audit | Contract Register must be updated monthly and checked by the SCM manager & CFO | Monthly updated Contract Register | 31-Jan-20 | | **CHIEF FINANCIAL OFFICER** | **Resolved** |

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| value is R8 million. The total amount spent on the contract per contract register is not accurate, it is stated at RIO million however the total amount paid per general ledger is R13 million.<br>c) Contracts with zero contract value in contract register, this is not correct and there was expenditure incurred for these projects (it is also reflected in work in progress):<br>The Construction of Nkositini Gravel Road Hlabisa Town Refurbishment | | | | | |

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| **20. No segregation of duties - expenses** | In terms of section 62 of the Municipal Finance Management Act, the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control.<br>During the audit of expenditure, we identified an approval of a purchase order for the accommodation for S Dube and S Dlalisa that was approved by Mr. S Dube on behalf of CFO. Details as follows:<br>Order No: P001502<br>Amount: R4 412.68<br>Date: 2019/02/22<br>Therefore, M S Dube approved his own transaction, thus undermining the importance of internal control like segregation of duties. This transaction is not considered to be approved as it was not approved at an appropriate level. | Weak controls over approval of expenses | Management needs to appropriately delegate authority to avoid staff members approving their own expenditure. Above transaction must be reviewed and approved by appropriate level of management. | Purchase Orders signed by SCM Manager and CFO | Purchase Orders | 31-Dec-20 | | **CHIEF FINANCIAL OFFICER** | **Resolved** |

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| **21. User access management** | In terms of section 62 of the Municipal Finance Management Act, the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control<br>.During the audit of the IT environment, the following deficiencies were identified:<br>There is no evidence of independent reviews of activities of the person responsible for granting users access to the network, application systems and performance reporting systems.<br>There is no evidence of reviews for user access and privileges to confirm that such access and privileges are still commensurate with job responsibilities | There is no evidence of independent reviews of activities of the person responsible for granting users access to the network, application systems and performance reporting systems.<br>There is no evidence of reviews for user access and privileges to confirm that such access and privileges are still commensurate with job responsibilities | Management should ensure that all policies and procedures are implemented to ensure that IT internal controls are functioning and there is sufficient evidence kept to demonstrate the implementation of these policies and procedures. | IT Officer to be appointed as the administractor for the financial systems to control acces to the system. User access form with responsiblity to be signed by the HOD before the access is given to the user. | User Access Form | 31-Jan-20 | | **CHIEF FINANCIAL OFFICER** | **Resolved** |

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| **22. Programme change management** | During the audit of the IT environment, the following deficiencies were identified:<br>The municipality does not have any formally documented and approved processes in place to manage upgrades/updates made to all financial / performance information system.<br>Approved standards and procedures/guidelines on how changes and upgrades to packages systems are to be handled are not in place. There is no formal change request documentation completed indicating the change to be made and the reasons for all changes to the financial systems. | YU | Management should ensure that all policies and procedures are implemented to ensure that IT internal controls are functioning and there is sufficient evidence kept to demonstrate the implementation of these policies and procedures. | Development of the IT Standards and procedure manual and Development user change form | IT standards and procedure manual | 31-May-20 | | **CHIEF FINANCIAL OFFICER** | **Resolved** |

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| **23. Information Technology Service continuity** | During the audit of the IT environment, the following deficiencies were identified: There is no evidence that back-ups are kept in an off-site storage facility. | Management did not implement policies and procedures established to ensure that sufficient IT internal controls are implemented. | Management should ensure that all policies and procedures are implemented to ensure that IT internal controls are functioning and there is sufficient evidence kept to demonstrate the implementation of these policies and procedures. | Back-ups are kepts in Hluhluwe offices and In the IT consultants offices | Back-up files | 31-Jan-20 | | **CHIEF FINANCIAL OFFICER** | **Resolved** |

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| **24. No evidence for skills transfer** | In terms of section 62(1) (b) of the MFMA, the accounting officer of a municipality must take all reasonable steps to ensure that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards.<br>During the audit of consultants (i.e. Camelsa Consulting Group (PTY) LTD) and Sakhisizwe Technologies (PTY) LTD) there was no evidence of formal skills transfer provided to audit.<br>Verification and confirmation that skills are being transferred to municipal officials could not be ascertained. | Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial, compliance and performance reporting. | Management should ensure that reliable and complete records are made available for the for the audit.<br>The above information must be submitted within two days of this communication or management is requested to | Development of the Skill tranfer form which to be signed by municipality and Consultants | Skill transfer form | Ongoing | | **SM COR POR ATE SERV ICES** | **In progress** |

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| | | | provide the response in respect of this limitation as well as remedial action that will be taken in respect of these matters. | | | | | | |

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| **25. Repeat finding- Appointments: No evidence of reference /background checks performed** | As per the Big 5 Hlabisa municipality recruitment and selection policy section 6.3.4.3 Shortlisting of Candidates par (r) it states that: "In spite of clause (m) above; compulsory reference checks will be conducted on all candidates with not less than 2 referees from the candidate's previous/current employment or former teachers, if his/her work referees are not available."paragraph (w) states: "Scores will be awarded to candidates for another assessment method like reference checks, tests etc. in addition to the interview, at the discretion of the interviewing panel in respect of a particular post." During the planning of the audit, it was identified that reference checks are not done during the recruitment for new employees. | Management did not establish and communicate policies and procedures to enable and support understanding and execution of internal control objectives, processes and responsibilities | Management should ensure that reference checks are done on the recruitment for new employees as per the HR recruitment policy. | Reference checks for all employees shall be done before assumption of duty as regulated by the policy | | Ongoing | | **SM CORPORATE SERVICES** | **Resolved** |
| **ADMINISTRATIVE MATTERS - ANNEXURE C** | | | | | | | | | |

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| **26. Invoices in the name of the old Municipality** | During the audit, it was noted that these invoices/statements/supporting documentation were in the name of the old municipality | Management did not ensure that suppliers are timeously informed of the change in name of the municipality. | Management should ensure that the suppliers are contacted timeously to update the municipal information on the invoices to be in the name of Big 5 Hlabisa Municipality. | Old accounts to be change into the name of the new municipality | Old Accounts Invoices | 31-Dec-20 | | **CHIEF FINANCIAL OFFICER** | **Resolved** |

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| **27. Inadequate controls over petty cash** | During the audit of the controls over petty cash we noted that petty cash reconciliation was not done for April, May and June We further noted that some transactions were not recorded on the petty cash reconciliation | Management did not implement controls over daily and monthly processing and reconciling of petty cash transactions | Management should strengthen controls over petty cash and monthly reconciliations should be performed timely and reviewed | Monthly replesh ment of Petty Cash | Petty Cash replenish ment | 31-Jan-20 | | **CHIEF FINANCIAL OFFICER** | **Resolved** |

## SECTION G

## ORGANISATIONAL SDBIP 2020/2021

### SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

### INTRODUCTION

The Service Delivery and Budget Implementation Plan (SDBIP) is prepared in terms of the Municipal Finance Management Act (MFMA), section 53. The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA. The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a "contract" between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end of-year targets and implementing the budget.

The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager,

senior managers and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality.

The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the municipal manager and senior managers determined at the start of every financial year and approved by the mayor. It must also be consistent with outsourced service delivery agreements such as municipal entities, public-private partnerships, service contracts and the like.

**ROLES AND RESPONSIBILITIES**

| Responsibility | Role |
|---|---|
| **Citizens and communities** | ✓ Be consulted on needs.<br>✓ Develop the long term vision for the area.<br>✓ Assist in identifying priorities.<br>✓ Participate in the identification of indicators and setting targets.<br>✓ Be given the opportunity to review municipal performance and suggest new indicators and targets. |
| **Council** | ✓ Facilitate the development of a long term vision.<br>✓ Develop strategies to achieve the vision.<br>✓ Identify priorities.<br>✓ Adopt indicators and set targets.<br>✓ Review municipal performance quarterly. |
| | ✓ Give strategic direction and develop strategies and policies for the Municipality.<br>✓ Manage the development of the IDP.<br>✓ Approve and adopt indicators and targets.<br>✓ Communicate the plan to other role players.<br>✓ Conduct major reviews of municipal performance determining where goals had or had not been met, what the reasons were and to adopt response strategies. |
| | Assist Council in :<br>✓ Giving strategic direction and developing strategies and policies for the Municipality. |

| Responsibility | Role |
|---|---|
| **Municipal Manager, and S56 Managers, S57 Manager** | ✓ Manage the development of the IDP.<br>✓ Ensure that the plan is integrated.<br>✓ Identify and propose indicators and targets.<br>✓ Communicate the plan to other role players.<br>✓ Regularly monitor the implementation of the IDP and identify risk areas.<br>✓ Ensure regular monitoring (measurement, analysis, and reporting).<br>✓ Take corrective action as and when required.<br>✓ Conduct regular reviews of performance.<br>✓ Ensure that performance reviews at the political level are organised.<br>✓ Ensure the availability of information.<br>✓ Propose response strategies to Council. |
| | ✓ Develop service delivery and budget implementation plans for the Municipality.<br>✓ Measure performance according to agreed indicators, analyse, and report regularly.<br>✓ Manage implementation and intervene where necessary.<br>✓ Inform decision makers of risks timeously. |

**The roles and responsibilities mentioned above are set out in the MFMA and MSA and the requirements are summarised in the following table. SDBIP ATTACHED AS ANNEXURE B**

| Accountability and Responsibility |
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| Section 38 of the MSA | The Municipality MUST establish a PMS in line with its IDP. |
| Section 21 and 24 of the MFMA | The Mayor must coordinate the process of budget and IDP formulation as well as ensuring the development of measurable performance measures for the budget. |
| Section 39 of the MSA | Council MUST manage the development of the PMS. |
| | Council can assign responsibilities to the MM. |
| | Municipal Council to adopt the PMS. |
| Section 51 and 55 of the MSA (also refer to the individual performance agreement section in this table) | Ensuring that the administration is set up and operates within the Municipality's PMS. |
| | MM is responsible and accountable for implementing and monitoring the municipal IDP. |
| **Monitoring, Evaluation and Audit** | |
| Section 40 of the MSA | Systems for monitoring and review MUST be established. |
| Section 41 of the MSA | Systems for monitoring, reporting, and redress MUST be established. |
| Regulation 13 and 14 of the Municipal Planning and Performance Management Regulations No 796 dated 21 August 2001 | Systems for monitoring, reporting and redress MUST be established and maintained. |
| Section 121 of the MFMA | The Municipality must prepare and deal with the Annual Report (Financial and Performance) within 9 months of financial year end. |
| Section 45 of the MSA | The Municipality MUST audit its performance annually. |
| | Municipal performance MUST be audited by the Auditor-General by means of submitting an Annual Performance Report. |

| Individual Performance Agreements | |
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| Section 57(5) of the MSA | Objectives and Targets set in these contracts MUST be based on the performance indicators set in the Municipality's IDP. |
| Section 53 of the MFMA | Performance Agreements are linked to the measurable performance measures for the budget. |
| Regulation 4, 23, 25 and 26 of the Local Government Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers. Regulations No 805 dated 1 August 2006 | Performance Agreements must be entered into within 90 days of commencement of employment OR within 1 month of the financial year starting. Once concluded, it must be forwarded to the MEC for Local Government within 124 days. |
| | Performance Agreements must be aligned to the IDP, SDBIP and Budget of the Municipality. |
| | Performance Objectives are based on the IDP, SDBIP and Budget of the Municipality. |
| | The MM and Managers reporting to the MM agree to participate in the PMS of the Municipality. |

## SECTION H

## ORGANISATIONAL SCORECARD 2020/2021

**ORGANIZATIONAL PERFORMANCE MANAGEMENT SYSTEM**

The system allows for departmental performance reviews monthly, quarterly, bi-annually and annually. The Executive Committee performance reviews will be conducted .Quarterly and the Council and public review will be done annually.

The Municipal Manager will coordinate and ensure good quality of reporting and reviews and will also ensure conformity to reporting formats and check the reliability of reported information where possible. In terms of auditing of performance reports, the municipality is established an Internal Audit Unit in a form of Shared Services Model. Also the Audit Committee was

Established in terms of section 166 of the Municipal Finance Management Act (No 56 of 2003).

**The Municipal System Act No. 32 of 2000 holds that a municipality must-**

 Establish a performance management system that is-

 Commensurate with its resources;

 Best suited to its circumstances; and in line with the priorities, objectives, indicators and targets contained in its integrated development plan;

 Promote a culture of performance management among its political structures, political office bearers and councilors and in its administration and administer its affairs in an economical, effective, efficient and accountable manner.

**Development of performance management system**

The executive committee or executive mayor of a municipality or, if the municipality does not have an executive committee or executive mayor, a committee of

Councilors appointed by the municipal council must- Manage the development of the municipality's performance management system and Assign responsibilities in this regard to the municipal manager and Submit the proposed system to the municipal council for adoption.

**Progress with regard to development / Implementation of PMS**

The District prides itself for managing to develop a system that is functionally and that is used by all concern as a tool that helps to measure the organizations

Performance. The Big 5 Hlabisa Municipality has revised its Performance Management System and as such has developed the Organizational Scorecard that will assist to measure the performance of the organization. Please see the attached scorecard document. **Annexure 3**